

**HUMAN RESOURCE TRAINING AND DEVELOPMENT CONGRUENCE
WITH CORPORATE STRATEGIES: AN ANALYSIS OF FIJIAN
ORGANIZATIONS.**

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JULY 2011**

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**A THESIS SUBMITTED TO THE GRADUATE SCHOOL OF MANAGEMENT
IN PARTIAL FULFILLEMENT OF THE REQUIREMENTS FOR THE
DEGREE OF MASTER IN BUSINESS ADMINISTRATION**

Executive Summary

This research examined how training programs are dependent upon business strategies in Fiji. The study was set out to answer the following research questions: (1) *Determine what are the influences for organizations to have employee training and development programs?*, (2) *Identify what are the types of business strategies dominated by the organization in reference to the Miles and Snow's typology (1984)?*, and (3) *What are the firm's strategic methods in training and development practices?* The current paper was adapted from a previous study conducted in Spain by Valle, Martin, Romero and Dolan (2000). The dimensions being reviewed were defender, prospector, analyzer and reactor and their relationship to types of training programs.

This paper focused mainly on two hypotheses: (1) *Organizational performance is contingent upon HR training and development practices*; and (2) *The strategic orientation of training is linked with the organizations' business strategy*. The study used quantitative data collected from thirty-six companies, and re-confirmed for Fiji that the organizations' strategic methods in implementing training practices is to link training programs with business strategy. The research findings from this study therefore supported the hypotheses where it concurred with the general theory that organizational performance is achieved from linking HR training with the business strategy. For instance; prospector and analyzer strategy firms which adopt training program focused on general skills and abilities have very efficient human resources.

Acknowledgement

There are some people who were instrumental and also influential in the preparation of this research and deserve special appreciation and thanks. First and foremost, this research was conceptualized by Damon Drummond (PhD. Keio), my thesis supervisor, with whom I owe the greatest acknowledgement for his faith in my ability and his guidance during the duration of my research. His depth of knowledge on the area of human resource management has been invaluable.

In addition, I would also like to thank the following people for their contributions in the compilation of this research paper:

- Fernando Martin Alcazar – one of the researchers from the Spanish study
- CEO's and HR managers of the thirty-six companies in Fiji under study
- Aseri Talemaivatuwiri - proof reading the research article

Declaration of Originality

This thesis, to my understanding, contains no material formerly published by another individual, apart from where due reference has been made and the authors contributions properly acknowledged. I certify that all the writing and work effort carried out on this paper are originally my own and the materials gathered are under open sources apart from those materials stated in the text.

Lice Talemaivatuwiri

ABBREVIATIONS

SHRTD – strategic human resource training and development

SHRM – strategic human resource management

HR – human resources

HRM – human resource management

HRD – human resource development

CEO – Chief Executive Officer

SPSS – Statistical Package for the Social Sciences

PASW – Predictive Analysis Software

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1. INTRODUCTION

The aim of this research is to examine the degree to which training program is dependent on business strategy for firms in Fiji. This dependent of training program on business strategy is a calculated approach to manage workers. Strategic human resource management (SHRM) therefore is a tactical approach to administer the employees of an institute and is intended to assist businesses best meet the needs of their human resources while supporting company goals (Wei, 2006). Consequently, the latest perception of HRM to SHRM highlights the incorporation of human resource practices with business strategy (Othman, 2009). The basic idea according to Wright & Snell (1991) is an organization is going to perform well with a group of top HRM procedures and through a suitable fit involving an organization's corporate strategy and HRM practices. This idea of "fit" that is being discussed here relates to the tight association of HRM strategies and corporate strategies for the success of the organization. Researchers point out that HRM practices enable to sway the behaviors of workers, thus the HRM policies have to be systematically connected with the business strategies (Schuler & Jackson, 1987; Delery & Doty, 1996).

By merging the human resource management function in the midst of corporate strategy, SHRM displays a flexible agreement and consumption of HR to attain the companies' purpose, and as a result assists organizations get a competitive advantage (Wei, 2006). In their research, Schuller and Jackson (1987) exhibited the character of the relationship; yet, there are inadequate experimental investigations of the association or correlation in the literature. Strategic human resource training and development (SHRTD), in contrast, a subset of SHRM has assisted with the needs of organizations to provide workers with advanced skills and is critical to improving organization productivity and international competitiveness (Kandula, 2006, 28).

To be on par with the evolving human resource necessities, training is vital to guarantee the ability and skill of the workforce is at the essential stage. But how does the company settle on the greatest means of providing training and whether to depend on inside experience or outside expert knowledge? Each strategy offers

advantages and disadvantages. Either way, studies have shown that employer investment in the area of training or development are possible causes of competitive advantage and has the highest prospective to contribute constructively to organizational performance (Edgar and Geare, 2005; Kandula, 2006; Huselid, Jackson and Schuler, 1997). Furthermore, Torraco and Swanson (1995), in their study found that enhancing employee knowledge and skill in the course of human resource development adds to the possibility that business objectives will be accomplished.

This study explores an issue of interest to many organizations in Fiji. The contemporary organization deals with numerous strategic employment alternatives, counting the choice of whether to acquire the talents from outside sources or develop the skills within by offering a range of training and HR development programs. The current study is the Fijian revalidation of Valle, Romero & Dolan's (2000) research done in Spain and it aims to look at training and developing human resources within the organization and to determine if there is a connection linking SHRTD efforts, business strategy and organizational performance. In particular, the study's main objective is to look into the firm's method of implementing strategic training practices and examines the degree to which the human resource training and development is contingent on business strategy. In doing so, this study will set out to respond to the succeeding research questions:

1. Determine what are the influences for organizations to have employee training and development programs?
2. Identify what are the types of business strategy dominated by the organization in reference to the Miles and Snow's typology (1984)?
3. What are the firm's strategic methods in training and development practices?

Basically, the research focuses mainly on training which is the most important practice in the HRM function because it plays a significant role in developing the capabilities and knowledge of workers and the business all together (Valle, Martin, Romero, & Dolan, 2000). In the next sub-topic, I will be discussing the theoretical issues

concerning the areas of human resource management practices and also look in to the field of business strategies of the organizations.

1.1 Background

1.1.1 A human-capital-enhancing HR system

Human resources symbolize for the most part, an important form of capital in most industries and in particular professional service firms, because expert advice as the major output is produced and conveyed by employees (Kor & Leblebici, 2005). The ability, competence, and experience of the workers are all included as the key providers to a business's collection of possessions and proficiency. The contingency theory (Miles and Snow, 1984; Schuler and Jackson, 1987), states that these human capitals with the HRM strategies ought to be joined with explicit business strategies if they are to boost overall performance. Basically, this is SHRM which stresses evolving the company's ability to react to the external setting by the proper use of HR with an extensive variety of abilities that are well-matched among business strategy. Employers therefore spend massive sums of money in the training and development of their workforce because it has the greatest potential to contribute beneficially to organizational performance and endorsed as a crucial strategic force in the accomplishment of competitive advantage (Edgar and Geare, 2005). According to a recent issue of Training Magazine, U.S organizations' total training expenditures in 2010—including payroll and spending on external products and services— edged up \$600 million to \$52.8 billion. Although HR managers dispute that training is vital for developing a productive labor force, little is known about how firms make choices regarding the types of training programs to be implemented and allocating the budgets for such programs. It is not so simple to tie training to realization of corporate objectives and presenting logical outcomes. This is where SHRTD comes in.

Miles & Snow (1984) mentioned that the congruence or 'fit' involving human resource practice and the firms' strategy has been highlighted in queries linked to SHRM. So many theoretical demonstrations emphasize the services of valuable human resource systems plus the devise of a scheme similar with the business strategy are essential in

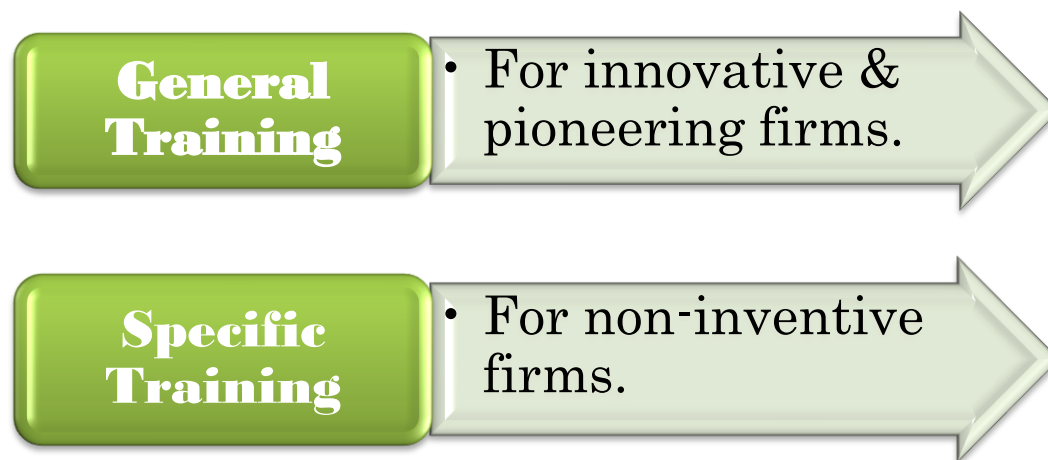
accomplishment of organizational strategies which contributes to organizational performance (Lengnick-Hall & Lengnick-Hall, 1988). Therefore, human resource practices can influence business performance which will be its competitive advantage (Barney, 1991; Wright & McMahan, 1992). Several researchers have confirmed human capital might be the crucial basis of continual competitive advantage (Youndt, Snell, & Lepak, 1996). Companies aspiring to do well in the current worldwide commerce surroundings ought to create fitting human resource investments to attain and assemble people who acquire superior talents and abilities than their competitors. They need to properly develop their human capital.

This human capital development theory offers reason for accepting preferences companies put together in organizing the employees in an organization. The core of human capital development theory is that employees have great importance for company where the workforce creates positive productivity, resulting in organizations making decisions about investing in them, the people because they are being viewed as a form of capital (Lepak & Snell, 1999). So the costs related to HRM strategies like training of the workforce, is considered as investments in one of the businesses significant resources which is its employees (Wright, McMahan & McWilliams, 1994). This theory has also been used to get some insights regarding the decisions firms make concerning their operations like recruitment of employees. The recruitment of human capital can either be external; which is hiring from outside the organization or internal; where the organization itself develops their pool of human capital already working in the company by providing and offering training programs for them (Wright, Dunford, and Snell, 2001). This study is based on the second factor which is training and developing the workforce already working for the company.

It is interesting to note in earlier periods, that training used to focus mostly on enhancing technical skills. Dessler (2008) highlighted in his book that the focus of training nowadays have altered dramatically. The spotlight is no more on conventional training objectives but instead the training officers discuss with executives and facilitate them to discover strategic objectives of the firm and the skills

required to accomplish them. All the stakeholders' concerned then mutually help each other recognize if the employees have the talents and expertise, and training needs are discussed if the workers do not possess such knowledge or skills. This statement simply means that training programs implemented by organizations have to make sense with regards to the company's strategic goals. The training effort should be aligned with the company's expectation from each employee in contributing towards the realization of the organization's main objectives. More importantly, Loewenstein and Spletzer (1999) clearly document the specificity and generality of company providing training where they emphasize both specific training and general training. In addition, Snell and Dean (1992) found positive relationship among general training which is broad training and the use of advanced manufacturing technology or innovation and specific training with non-innovative firms (Figure 1.1).

Figure 1.1: Types of Training



Adapted from Snell and Dean, 1992

Going back to the identification of training needs discussed earlier, an example of a training needs analysis form in one of the companies in Fiji that employees and their supervisors need to fill out before training is conducted is given on the appendices section (appendices A). The form asks such questions as the skills and knowledge employees need to gain to allow them to do their jobs better as well as the general

areas in which training is required for different departments and the objectives to be achieved by the training. Therefore, it is vital that both employee and supervisor fill out the form because it enables the company and the different departments to provide the relevant training that will improve the skills and knowledge of people which will allow them to do their jobs effectively.

1.1.2 Role of Business Strategy and HR Practices

The next analysis is centered on how the administration of HR and strategy literature usually emphasize that human resource management strategies must be coherent with organizational strategy (Fombrun, Tichy, Devanna, 1984; Miles & Snow, 1978). Yet, observed research in corroboration of hypothetical connection is inadequate (Sanz-Valle, Sabater-Sanchez, Aragon-Sanchez, 1999). The Miles and Snow typology used in this present research, nonetheless has been useful in many explorations and investigations linked with organizational business strategy. Shortell & Zajac (1990) already established validity and reliability of the accepted typology by the use of both the business records along with questionnaires answered by senior management teams. Miles and Snow (1978) categorized business entities according to their strategies which are defenders, analyzers, prospectors, and reactors.

Defender Organizations: In this business-type strategy firm, the focus is on a slight merchandise choice and an intended market and functions best in a stable environment. The companies equip their efforts on stability, and efficiency receives top priority. Because their environment changes slowly and focuses on doing the best in its current market, defender firm is able to bank on long term planning. Usually, defender organizations are not in to the development of innovative products as well as markets.

Prospector Organizations: In comparison to defender strategy firms, prospector organizations are more or less outwardly oriented. The firms in this category prosper in changing business surroundings where there is a lot of unpredictability, and they thrive by continuously probing the market in pursuit for new prospects and opportunities. In addition, the firms always strive to bring about innovation and

originality to their products, services and markets. Furthermore, they frequently support creativity over efficiency of operations.

Analyzer Organizations: The analyzer organizations have the distinctiveness of both prospector organizations and defender organizations. Analyzer firms are familiar with their interior environments and also exterior environments and try to be both competent which is a defender firms' feature and inventive which is the characteristic of a prospector firm. They strive to create a balance and stability amid the agility and creativity of prospectors' principles with the competency of defenders' philosophy. More emphasis still is on creativity.

Reactor Organizations: The firms do not have a constant strategy or structure and are unprepared for changes they encounter in their business setting. Firms in this category seldom make long-term plans, as they see the surroundings as shifting too rapidly for them. Since organizations under the reactor strategy do not have consistent tactics or procedures of any kind, firms that fall within the reactor category were not included in this present research.

Figure 1.2: Miles & Snow Business Strategy Typology



Adapted from Miles & Snow Typology, 1984

So for employee training to be effective and organizational performance to be realized, it is vital that the strategic course of training has to be contingent upon business strategy of the organization. Evidence from some previous researches (e.g., Delery and Doty, 1996; Huselid, 1995; Youndt et al., 1996) have concluded that strategy regulates the HR practice-performance connection. The Miles and Snow's (1984) strategic typology is utilized in this research mainly for rationales expressed by Delery et al. (1996); specifically, the theory is somewhat a powerful indicator of effectiveness. Miles and Snows' strategic typology clearly affirmed the theory has inferences for employees and most researches that were done based on SHRM literature have frequently used this typology. For instance, prospector business strategy continuously takes advantage of new products or services and at the same time exploits other market opportunities. Lumpkin and Dess (1996) expressed that prospector strategy are always into innovativeness, where firms are continuously engaged with and sustaining of novel ideas and original processes which possibly might be the outcome of new products.

Flexibility and creativity; as opposed to efficiency becomes the top operational priority for innovators, and employee participation and contribution in the production processes and the procedures involved in the invention stages become significant (Miles and Snow, 1978). Thus for flexible systems which is a prospector firm, it is considered essential for employees to have or be educated in multiple skills, enabling them to carry out the different and variety of tasks when required. By providing a more formal and extensively diverse training program, prospector organizations may benefit by diversifying the skills of their employees which enhances their reaction to any new market opportunities (Richard and Johnson, 2001).

In contrast to prospector strategy firm, a defender firm manufactures a narrow set of products or service aimed at a very small and limited market sector. The organizations gear their efforts towards stability and the goal is to create an established and steady environment. In such organizations, efficiency receives priority and work process is usually repetitive and predictable. Diversity and creativity is less likely to be

pleasing and practiced by a firm with a defender business strategy. Milliken and Martins (1996) point out clearly that plain proof exists where diversifying the skills of employees is likely to slow down the groups' course of action and group consistency which can interfere with efficiency and organizational performance. All in all, the assumption and proof advocate that a prospector firm will gain more from diversity orientation whereas defenders require a more slick and streamlined operation. Analyzer business strategy, in contrast, carries the features of both a prospector strategy and a defender business strategy with most emphasis on prospector strategy.

In sum, the above literature suggests there are different strategic orientations bearing on a company's procedure towards training, and they ought to be consistent with the corporate or business strategy of the company which is dependent to some extent on the nature of the work process involved.

1.2 Structure of Dissertation

The paper is made up of different chapters so that it can address all the essential parts of a research. The first chapter explains the hypothetical matters and background supporting HR training and development along with business strategy. It also clarifies the reasons for opting for the current research and the aim and objectives for carrying out the study. The aims of conducting the research are justified in the course of the selected literature review through the researcher's perception.

The second chapter summarizes the literature review in strategic human resource training and development and organizational strategy to show the variety of data that was accessible to researchers who in the past have studied the topic. The chapter provided several insights on theories previous researchers have done on the selected issue. After analyzing the previous literatures, a series of hypothesis was able to be proposed concerning the correlation involving training, business strategies, and business performance.

The third chapter explores the research methods and procedures utilized. This chapter explains the proposed research designs that were used and the objectives of the design that was executed. Following a brief section featuring the methodological analysis of this study, the subject of training and development as well as enterprise corporate objectives was explored in a fifty (50) case-study company in Fiji.

For chapter four, the outcomes and results of questionnaires are provided. The questions were analyzed, combined with graphical analysis and calculations which was then followed by critical discussion. These results are discussed with regards to the hypotheses formulated for the purpose of this research. Furthermore, the researcher will be able to conclude whether it is a positive hypothesis or a null hypothesis.

In the fifth chapter, results of the analysis of the research that was created since conducting the study are compared and contrasted with the theories put together by prior researchers of HRM practices. These previous researchers' theories are discussed and summarized from the review of literature section. In particular, the results of the current research will be compared with a similar study that was formerly conducted in Spain by Valle, Romero, Martin and Dolan (2000).

In chapter six which is the final chapter, conclusions about the study is presented and the researcher makes some suggestions about the improvements that can be achieved by organizations in Fiji. The researcher also provides the appropriate theoretical elements, which might enlighten management about achieving organizational performance. Finally, some recommendations in terms of strategic training are provided for the organizations in addition to recommendations for further research.

1.3 Summarizing the aim and objectives of the research

In summation, the reason for choosing this research is founded on the current situation which explores an issue of interest to many organizations not only in Fiji but

throughout the world. Huge investments in human capital might be the potential basis of competitive advantage as well as positively associated with organizational performance. If organizations are to gain any real benefits from these massive investments, then the appropriate training programs implemented should be associated amid suitable business strategies so that workers maximize their capabilities.

For the following chapter, the literature review of SHRTD with business strategy will be summarized to show the kinds of data which has been accessible to researchers who in the past have studied similar topic. In addition, the next chapter is going to provide more than a few insights on theories earlier researchers have done on the chosen subject. And following the analysis of prior literatures, hypotheses of the present study will be proposed which will be the most important outline and fundamental guideline for conducting the study.

2. LITERATURE REVIEW

In the previous chapter, the aims with the objectives of doing this research were explained and the background of topic under study was also highlighted. In this chapter, I am going to discuss about similar studies already carried out and published where researchers have established a range of hypothetical frameworks that have been executed successfully in the investigation of training programs with business strategies and organizational performance. Firstly, I will go through some literatures on strategic human training and development where authors have shared some light in to implementing successful training programs and the reason for implementing such programs. Next, I will look into business strategies implemented by Miles and Snow (1978) and how they are integrated with the training programs. Then, I will be formulating hypothesis for the current study based on the analysis done on similar research previously conducted and published.

2.1 *What is strategic HR training and development and why?*

The first question that needs to be addressed is why organizations implement training programs? According to Krishnaveni and Sripirabaa (2008), they affirmed that many organizations spend so much of their financial resources for training of their human capital so that the company can accomplish the highest performance and result. They further declared that a well-trained human resource will carry out their job more efficiently and effectively as compared to untrained ones and would therefore reduce the likelihood of making mistakes. So the next question is how can organizations be very sure that training programs will and can bring about maximum performance by the organization? The answer to the question is by putting into action SHRM practices. The term “strategic human resource management” is generally utilized among HR experts to indicate observations that HRM actions and practices should facilitate towards company effectiveness. Schuler and Jackson (1987) in their research highlighted the relationship between HR practices, the requirements of company, and business effectiveness is the central part of strategic HRM. The authors further declared the two fundamental notions of SHRM are firstly; effective HRM insists on an excellent perceptive as well as incorporation with a business strategic objectives,

and secondly; effective HRM points to enhanced business performance. This strategic incorporation is essential to offer similarity among business strategy and HR strategy with the aim that human resource reinforces the achievement of the objectives of organizations. For SHRM thinking, the underlying principle is by incorporating HRM among corporate strategy, instead of human resource strategies, workers will be managed rather efficiently, company performance will develop and hence organization will follow (Schuler, 1992).

The introduction of the strategic contingencies perspective in HRM study could be discovered with earlier works that tried to link the subject of strategic management and HRM (Schuler et al., 1987). The initial works in the area of HRM asked the issue if the efficacy of precise human resource practices may be contingent upon the strategic targets of the company which implemented the practice (Miles & Snow 1984, Schuler et al., 1987). The incorporation of HRM in actual fact pushes everybody in the business to take accountability for human resource management practices, and not only the HRM department. This definitely guarantees HRM is given an additional vital point in choices that are made at the strategic level, along with the reminder to decision makers that investing in human resource is an essential organizational policy. This generated the beginning of interest in to the area of researching more about employee training and development.

Human resource development (HRD), one of the many human resource practices has fulfilled the needs of businesses to grant workers with advanced proficiency but also with employers' skilled and productive human resource. Torraco and Swanson (1995) mentioned in their study that as a reason fundamental to organizational accomplishment, worker know-how itself has been extended through effective human resource development programs. What they mean is the expansion of the work place proficiency through HRD has been crucial to most favorable organization's performance and serves a strategic role by guaranteeing the capability and the potential of workers to meet the firm's current performance demand and emergent business strategies. In addition, Edgar and Geare's (2005) research established that

employee's perception on training and development is becoming an increasing significant subject and employers even invest profoundly in this area because they believe it has the maximum possibility to have a say towards the achievement of organizational and business performance. Huselid (1995) and Arthur (1994) mutually in their studies described associations involving human resource and thriving organizational performance and that training and development specifically has been put forward as a fundamental strategic energy in the achievement of competitive advantage and positive organizational outcomes.

As reported by Delery and Doty (1996), in contingency predictions, the connection between the utilization of explicit human resource practices with organizational performance is said to be dependent on a firm's strategy. The firm should execute HR practices like for instance; training and development of human capital to facilitate the workforce behaviors that are in line with the business strategy. Training, as described by Valle et al. (2000) is considered an imperative function in the expansion of working competencies in human resources. Companies therefore will be persistent in looking for training programs that will facilitate in the attainment of goals and objectives that can lead to higher performance (Krieger, McInden, and Casper 2004). They noted that a trained employee will make an effort to put additional knowledge in their line of work and strive to improve the entire performance of the organization. This configuration of strategy and HR practices initially proposed by Miles and Snow (1984) permits the business to attain superior organizational performance (Delery et al., 1996). An organization who does a greater work in aligning strategic training and development with business strategy might accomplish superior organizational productivity and maximum outcome and performance.

Ann Bartel (1994) in her research examined statistics on the productivity of 155 American manufacturing firms in the years 1983 and 1986. Bartel calculated productivity through the companies' sales for each member of staff. In addition, she had information regarding the percentage of the labor force that was getting proper training during their working careers. Unfortunately, she could not establish any

connection linking the implementation of recognized training plans with productivity from only 1986 figures. Nevertheless, the existence of statistics for the year 1983 and 1986 enabled Bartel to come across the outcome with executing training programs. The analysis illustrated that company with lesser productivity in 1983 were most probably to have used training programs between 1983 and 1986. What it means is training was the ideal strategy for companies wanting to elevate their productivity.

Furthermore, Bartel established that the productivity of organizations executing training programs increased by 18% during 1983 until 1986. There were two main lessons gathered from this research which were firstly, training is the favored approach for dealing with a position whenever productivity was inferior as compared to the competitors, and secondly, this strategy has proven to be successful and effective. It is apparent that training enhanced productivity in Bartel's research as compared to any other strategy considered. Delery and Doty (1996) also confirmed Bartel's findings in that the correlation between the uses of explicit employment practices fitted with the business strategy can bring about organizational productivity and performance.

As a result of positive responses for employee development, organizations spend a lot of their financial resources on training expenses. Yet Katz (1998) highlighted that despite organizations spending billions of dollars on training costs, effective employee learning is not always maximized. Lingham, Richley and Rezania (2006) therefore proposed that for learning to be maximized, the business has to create an exclusive evaluation system for a training program where he puts forward a four-phase approach which are firstly; design of training program; secondly, launch and evaluating the initial program; thirdly, response from participants, and administration of evaluation measures; and finally, continuing training and evaluation. Evaluation of training programs is thus significant for all enterprises and organizations so that real benefits can be gained from those huge investments done by employers.

So the subject matter that needs to be raised here is why organizations want their human capital to be strategically trained and developed? The answer to this question

is that HR through strategic training can improve efficiency of the firms' operation which will contribute towards business performance in terms of productivity and revenue growth (Huselid, 1995). Dessler (2008) in his book mentioned that an effective HRM practice is able to enhance performance by the use of technology, effective HR practices and by establishing high-performance work systems. Human capital is viewed as both labor and a business function. It has usually been considered as expenditure to be reduced as well as a possible cause of competitive advantage. Hardly ever has HR assessment been seen as a foundation of value creation because labor overheads are always one of the sole major operating costs in numerous firms (Becker & Gerhart, 1996). Dessler however, believes that in the end, the gains created from HR practices outweigh the cost in that well-trained employees perform better than untrained ones. The trained employees, as a result of upgrading their skills, can improve their own individual performance and also the overall performance of the company. This leads the researcher to formulate the first hypothesis:

***Hypothesis 1:** A human-capital-enhancing human resource system will be positively linked with organizational performance.*

2.2 Integrating HR configuration and Business Strategy

The Miles and Snow's strategic typology is used in most SHRM studies generally for the intentions expressed by Delery and Doty (1996) in which the theory is somewhat a powerful forecaster of effectiveness evident in organizations. Miles and Snow's (1978 & 1984) strategic typology classifies four strategic types: the defender, the analyzer, the prospector, and the reactor (Delery et al., 1996). The defender has a constricted and steady product and market area and hardly ever makes key modifications in its technology or composition. They emphasize more on finding well-organized ways of their production processes and procedures and will try their utmost best to defend their market share against competitors. Prospectors, on the other hand, are portrayed by their continuous hunt for innovative products and markets. They frequently try out with latest product lines and endeavor to new marketplace

whenever possible. These organizations are very innovative and the initiators of change in the markets. As such, prospectors are more anxious with penetrating new prospects and will likely not be as efficient as defenders. For analyzers, they have characteristics of both defenders and prospectors and typically function mutually in secure product domains as well as innovative changing product domains.

The strategic differences among the prospector, analyzer, and defender propose that organizations following these alternative strategies must put into practice different employment systems (Delery et al., 1996). Since defender's focal point is on efficiency in existing products and markets, rather than innovation or creativity, effective employment practices ought to highlight a long-term loyalty to the firm. It is imperative for the organization to value the knowledge and skills of its labor force. The unique abilities and understanding can be improved through proper training, where the training program tries to educate on learning specific abilities and knowledge attempting for specialization. After training, organizations should then follow and implement appropriate performance assessment and evaluation systems to facilitate human development as compared to temporary outcomes (Delery et al., 1996). These practices, according to Delery and Doty (1996) should generate surroundings which promote long-term dedication to the company and decreases the expenses connected to the substitution of employees, and the knowledge and skills already gained and possessed. The skills and knowledge gained from these training programs will boost the confidence of these employees to do their tasks assertively as they know exactly what is to be done and most importantly, the expectation of the firm on them. Yet, Valle et al. (2000) conclusion from their study illustrates that defender strategy firms appear to adopt an undefined context training strategy with the explanation given by the researchers that with time, defender firms tend to move towards prospector strategy in future hence might change training orientation as well.

In contrast, prospectors are continuously innovating and shifting. Prospectors emphasize on constantly searching into products and markets, where they conventionally have insignificant or no experience at all. Consequently, they will not

be able to look inside their current organizations for the necessary skills and will have to hire from the outside to acquire the talent that will keep performance high (Delery et al., 1996). There will be emphasis only on short-term commitment because the organization will be in constant search for innovating processes and procedures of production that will keep evolving within the organization. Since the organization is continuously experimenting new products or service and new marketplace, it will probably progress rapidly to other novel markets if it emerges that there is limited chance for earnings in that region. Therefore, the business will most likely reward employees that are very creative and inventive in their line of work. Valle et al. (2000) again in their research concluded that both prospectors and analyzers adopt a more mechanistic training model where emphasis is on specific skills training.

And this is further substantiated by a few researchers who still query the relation projected amid corporate strategy and HRM policies. Even researchers who agree that business strategy and HRM policies ought to be fitting still have dissimilar outlooks on the kind of policies that is supposed to be in place in order to sustain the diverse organizational strategies. For instance; firms that are inventive and pursue a prospector strategy have got to try their best to employ HR from external sources and markets to boost flexibility and enhance creativity to and for the company (Miles & Snow, 1987; Shortell & Zajac, 1990). These views do agree with the study conducted by Delery et al., (1996) which I have already explained in the previous paragraph.

On the contrary, other authors dispute that organizations which pursue a prospector strategy do not necessarily need to hire experts from outside the organization (Schuler & Jackson, 1987). They require employees within the organization with sufficient job security to be at ease in making mistakes and taking risks because they will learn from committing those errors. As a result, vacant positions in the company should be taken care of by in-house promotions of the established workforce with fresh staff employed at beginning and starting point of employment (Schuler et al. 1987). Firms therefore should provide diversity training programs that will and can bring out the different and multiple skills, abilities and creativity within the employees thus making

them more innovative, creative and inventive. So this leads the researcher to formulate the second hypothesis for the current research:

***Hypothesis 2:** the strategic orientation of training is linked to the business strategy formulated by the organization.*

Added to this hypothesis are the following sub-hypotheses:

H. 2.1 Companies with defenders business strategy will be likely to adopt a mechanical model of training attempting for specialization

H. 2.2 Companies with prospector business strategy will be likely to adopt an organic model of training attempting for diversity

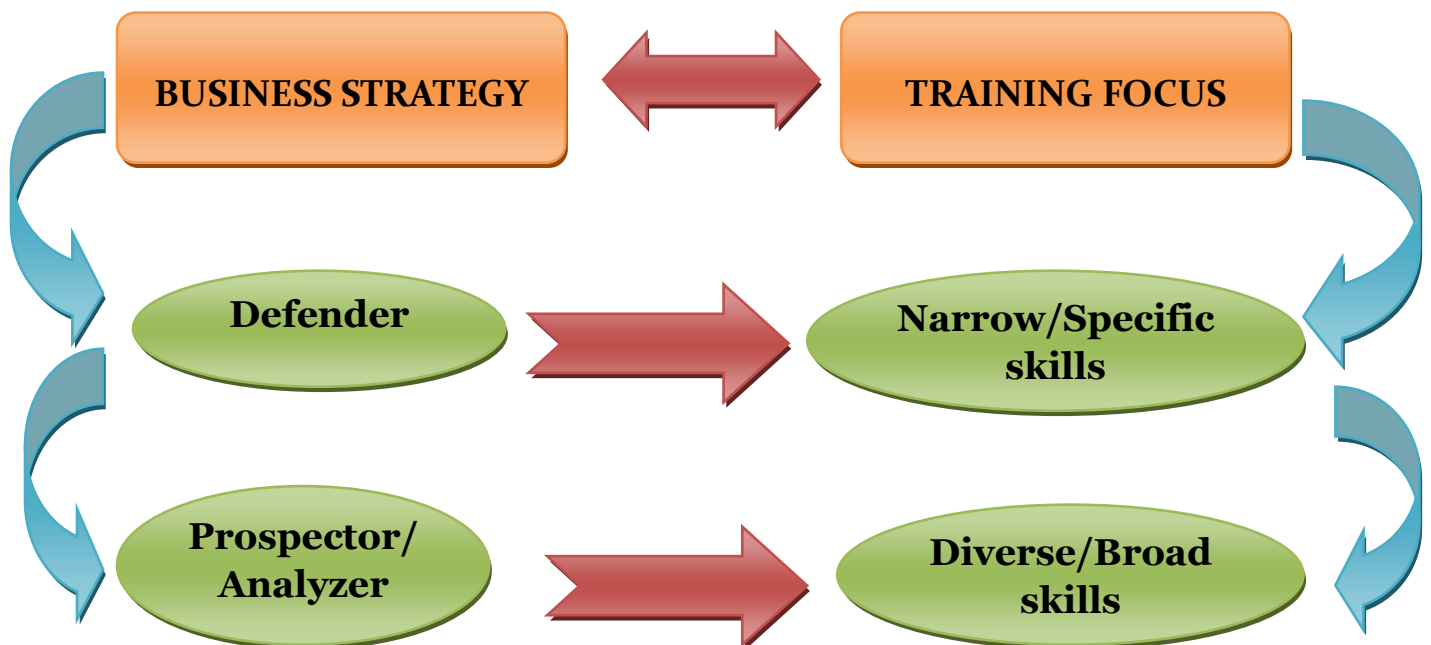
H. 2.3 Companies with an analyzer strategy will be likely to adopt a mixed model of training (mechanistic-organic).

Based on the second hypothesis, figure 2.1 explains how business strategy determines the training focus relevant for the employees. For each alternative strategy, a corresponding training program is given. The training program implemented by the organization to its employees will be coherent with the firm's business strategy. For flexible systems it is crucial for employees to have multiple skills that will enable them to perform extensive and diverse work which a wide variety of contingencies may call for; hence job standardization under such flexible system is quite difficult (Valle, Martin, Romero, & Dolan, 2000). A prospector business strategy constitutes a flexible system whereas a defender strategy is more focused-oriented with specific products and stable markets. So the training program that should be instigated in a defender strategy business ought to be specific in nature and focus generally on providing narrow and explicit abilities.

Finally, for analyzer strategy businesses, the training focus will be both on imparting specific and narrow skills and also general and multi-skills since its characteristics constitute both the defender and the prospector strategy. Overall, the analyzer firm's main training focus is on conveying multiple skills to its employees which is the over-emphasizing of the prospector strategy rather than defender strategy. Due to the continuous changes in the industry's surroundings, analyzer strategy firms' center of attention is more on innovation and the constant search for new market opportunities rather than concentrating on narrow product line and stable market environment.

Figure 2.1 was adapted from the previous study conducted by Miles and Snow on organizational strategy, structure, and process and the designing of strategic human resource systems. The key word used which is being strategic simply means that organizations should implement calculated HRM practices in support of the accomplishment of business goals and objectives. Simply put, training programs implemented by the companies should be connected with the business strategy.

Figure 2.1: Linking Training Program with Business Strategy



Adapted from Miles & Snow, 1984

Earlier studies suggested some HRM practices through fitting business strategies were correlated to lower worker turnover with high productivity (Arthur, 1994) and superior economic performance (Huselid, 1995). Delery and Doty (1996); and Youndt, et al. (1996) have established corporate strategy along with HRM system relations were an imperative aspect in business firms' effectiveness. In addition, the author affirms that aligning HR systems together with the organizational strategy can improve business performance; thus they assert that HR conformations together with suitable business strategies have an affirmative outcome on the performance of the organization. For organizational performance to be achieved, it is vital that HR system, and in this case, training program be aligned with the business strategy for maximum benefit.

On the contrary, Becker and Gerhart (1996) not only looked at the impact of HRM on performance but also asked a very important question of whether there is a downside to 'fit'. They mentioned that researchers are so captivated by the benefits of the configuration of HR practices, that we should take note of the possible shortcoming of this so-call alignment. Having a tightly coupled system may break down in unforeseen ways which will be hard to come out from, and possibly will not be extremely flexible to amend. Orton & Weick (1990) also agreed with Becker and Gerhart's findings. They both suggested that over time, human capital can develop homogenously to some extent since humans are inclined to employ other people just like them. This standardized practice might fit perfectly with a given set of possibilities faced by an organization but any modification in those contingencies may result in a homogeneous business having complexity in adjusting since it lacks diversity in competencies (Becker et al., 1996). In addition, Ragburam and Arvey (1994) noted HR managers must take into account a number of extra factors that can facilitate the effectiveness of training. These factors according to Baldwin and Ford (1988) can range from generating an accommodating environment for transfer of training and a compensation system that is motivating (Balkin & Gomez-Mejia, 1990).

On the other hand, I strongly believe that if the organization has strategically planned their training, then they will not face any difficulties with regards to their HR. This

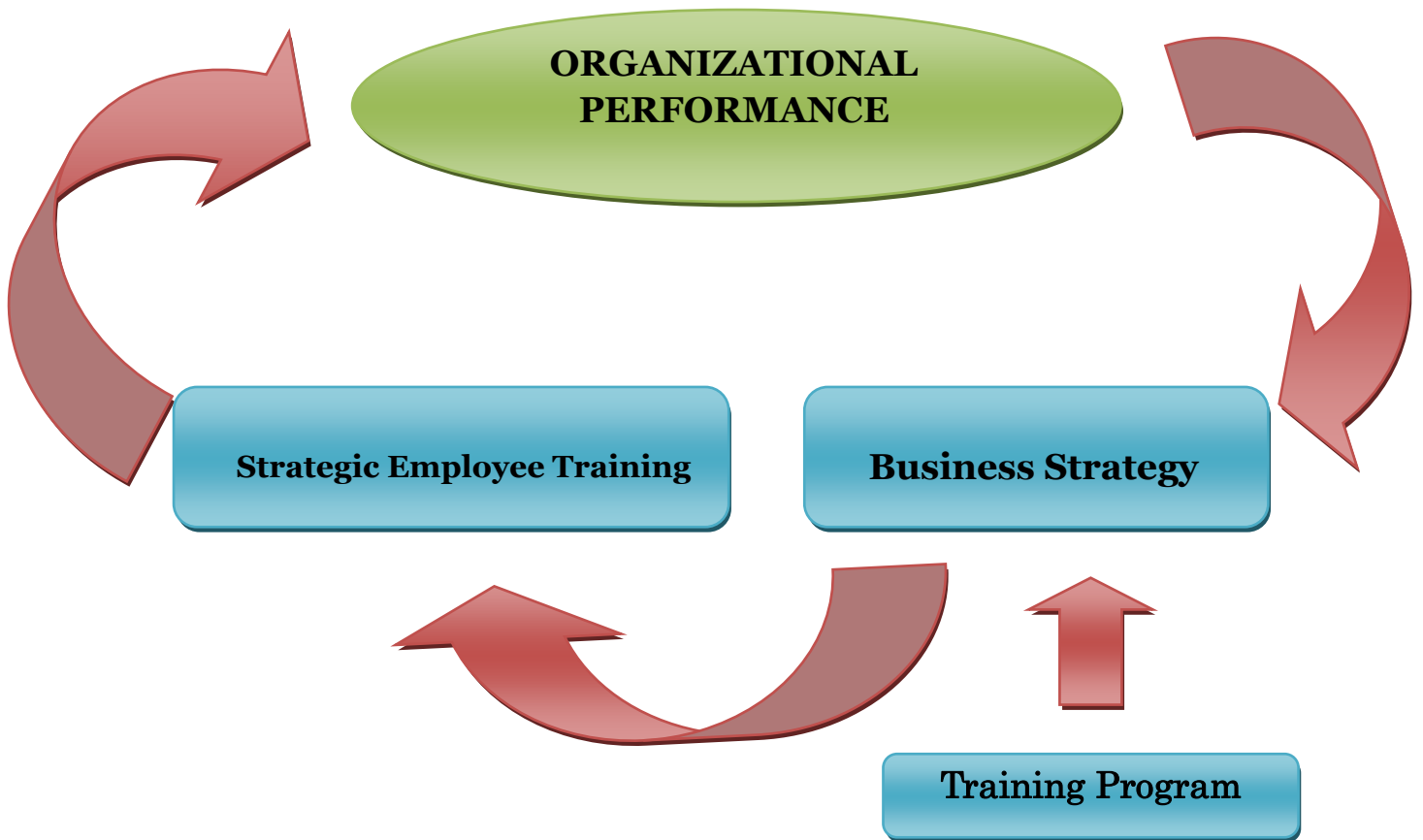
conviction is the result of a few studies previously conducted and supported that has already been mentioned in the analysis of the review of literature (Schuler & Jackson, 1987; Schuler, 1992; Miles & Snow, 1984; Torraco & Swanson, 1995; Edgar & Geare, 2005; Huselid, 1995; Valle, Romero & Dolan, 2000; Delery & Doty, 1996; Arthur, 1994). This means that the training programs implemented should be coherent with its business strategy if the training is to become effective. For instance; if it is a defender organization where the focus is only on few stable products and services, then training programs should concentrate more on educating specialized skills. But if the organizations' system is more of innovation, training programs should then focus on diversifying employee skills. Organizations can always adapt their training programs to suit the changes within the organizations' systems and procedures.

2.3 *Summing up of Literature Review*

From the evaluation of the literature, I was able to formulate two hypotheses which is the foundation of this study. They are, firstly; *organizational performance is contingent upon human resource training and development practices*; and secondly; *the strategic orientation of training is linked with the corporate strategy formulated by the organization*. The problem that has to be tackled with regards to training tactics is how to guarantee the employees are accurately developed to their utmost potential to be aligned with the aims and objectives of the firm. If organizations are able to manage successfully the most important HRM practices of training and development, they ought to retain qualified employees along with the workforce that are motivated to perform and thus able to bring about company efficiency and effectiveness. All things considered, the conceptual framework and the hypotheses generated from the study can be graphically shown as:

Figure 2.2:

Conceptual Framework



Adapted from Miles & Snow Typology, 1984 & Snell and Dean, 1992

In the next chapter, I will be explaining the research methods and procedures utilized in carrying out the study. The proposed research designs initiated and the objectives of the design implemented will also be explained.

3. RESEARCH METHODS

In this chapter, I am going to explain the proposed research designs that were implemented in support of the basis of this research and the aims of the design executed. Amaratunga, Baldry, Sarshar, and Newton (2002) pointed out an essential element for defining research is the satisfaction of some conditions. There has to be a systematic examination of a definite problem, logical techniques need to be utilized, sufficient evidence to be collected, conclusions to be drawn without any kind of bias and the researcher should be capable of exhibiting the sensibleness of conclusions whilst the collective results of research yields principles that possibly be used later on.

In research, two essentially diverse and opposing schools of thought have been the base of the philosophers of science and methodologists' debate. Firstly, logical positivism employs quantitative as well as experimental method to check hypothetical-deductive generalization (Amaratunga et al., 2002). The major proposition of the stated approach is it requires the formulation of hypothesis with confirmation of the stated theories. Positivism approach looks for underlying clarifications and usually decreases the total to simplest probable fundamentals to assist analysis. Secondly, phenomenological inquiry utilizes qualitative as well as naturalistic approaches to comprehend as a whole human experience in context-specific surroundings (Amaratunga et al., 2002). Since this study has formulated some hypotheses, it then follows the positivism (logical) approach or the quantitative research design to be more specific. The logical approach is designed for the constructing of testable hypothesis and assumption that are general across setting and has to be justified and verified.

This study is framed initially in secondary sources on research already carried in other countries relating to the topic. Because of the limited studies and research conducted on SHRTD in Fiji, I then relied on primary data collected. So in addition to the secondary sources, the positivist method was adopted so that the research questions can be answered successfully. In the current research, questionnaires have been utilized for its completion because it is commonly used by researchers.

3.1 *The Sample*

The total population for the intention of the research is made up of 50 companies located in two major business cities in Fiji with more than 50 employees. Because of the current political upheaval situation in Fiji, I was unable to get the updated list from the relevant authority regarding names of businesses presently operating in the country. So the sampling method utilized in terms of selecting the 50 organizations was through having a personal contact person on any managerial position that I know who works in the company. In addition, the basis for selecting the 50 organizations from the two cities in Fiji is due to the grounds that majority of the companies located in those two cities have been in operation quite successfully for a number of years. This means that they have in their possessions a dynamic workforce either from carrying out some degree of formal training or hiring directly from external sources. Either way, I was confident that training programs were evident in those companies.

Two sets of questionnaires were prepared and sent to the 50 companies; one to the CEO and the other to the HR manager or executives responsible for HR department. The survey questionnaires returned from only 40 companies, where 36 usable responses were evaluated for the study, yielding an overall response rate of 72%. A few follow-up attempts were made to some of the non-responding companies to boost response rate. Of the responding organizations, some engaged in banking and finance, manufacturing, communication and media, government agencies, and the hotel industry. Because the study was more focused on the business strategies implemented by the organizations and how it is linked with the training programs, the sampling method was not focusing on any particular business unit, industry or sector.

3.2 *Procedure*

Validated questionnaire from the similar study previously conducted in Spain by Valle, Romero and Dolan (2000) was utilized in the current study. The researchers of the study conducted in Spain were really helpful by responding to my email and attaching

the questionnaires as well. After receiving the questionnaires, I then asked a colleague to translate the questionnaires from Spanish to English. The two different sets of questionnaires to the HR manager and the CEO were personally delivered with return date of one week being suggested. After a few follow-up attempts to the non-responding companies followed by personal visits, the response rate improved which was then followed by an email thanking the respondents who had taken time to answer the survey questionnaires.

Upon investigation of the questionnaires, I came to the conclusion that four of the questionnaires that were returned do not have any formal training programs provided for employees in the company so the questionnaire was uncompleted. The completed ones were firstly analyzed for the purpose of making sure that all relevant sections in the survey were answered in the approved manner. The data gathered from those questionnaires were then entered in to a computer program SPSS, now called PASW for further analysis.

3.3 *Measures*

The quantitative approach adopted the survey method using questionnaires that employed a five point Likert Scale and simple multiple choice questions to establish the factors for strategic orientation of training in the firm, the description of the work process and the impact of training on worker performance. The companies selected for the survey were requested to rate each factor on a scale of 1 to 5. In addition, companies were also requested to rate each factor on a scale of 1 to 5 the reasons why they implement training programs in their organizations. Each questionnaire was structured into various sections with various objectives.

3.3.1 *Business Strategies*

The objective of the questionnaire addressed to top management was to make out the type of business strategy exercised by the organization in position to the Miles and

Snow's typology (1984). The identification of the business strategy was important because the study was trying to ascertain if there is significant linkage involving the orientations of training programs implemented by the organization with its business strategy being put into practice. The questionnaire for the CEO contains the description of the four different types of organizations which is according to the Miles and Snow typology and how they react to changes in the business surroundings. Respondents were requested to select the descriptions given that exactly match their company. However, they were informed that if none of the description given exactly mirrors their firm, then they were required to decide on any one of the descriptions with similarities or resemblance to theirs. Additionally, they were also informed that none of the described strategies is, per se, "good" or "bad" so they were encouraged to decide on the truthful business strategy that they really follow.

3.3.2 HR training and development configuration

The questionnaire targeted at the HR manager was designed to provide information on the different types of training program present in the company, description of the work processes involved and impacts of such training towards the performance of the worker. The different types of training programs include training for specific skills; training for broad skills; and training for both specific and broad skills. And the descriptions of the work processes include repetitive versus creative work; work centered on short-term versus long-term results; cooperation versus autonomy work; and work with risk-taking decisions versus no risk-taking work. The work process is connected to the business strategy. For example; defender strategy, since emphasis is on narrow production selection, the work process is usually repetitive and autonomous in nature, centered on long-term planning with no risk-taking involved. Prospectors on the other hand have creative and cooperation work process with emphasis on short-term planning and a lot of risk-taking required. This is important because the study is trying to establish the relationship among the orientations of training programs and the business strategy formulated by the companies. Furthermore, it is trying to determine the rationale behind the organization having SHRTD programs and the reasons for wanting to have their HR strategically trained and developed.

The dependent variables in the current research concerning the first hypothesis which is regarding the purpose of having SHRTD programs consist of three indicators; organizational performance, technological change and networking. The three indicators was measured on a 5-point Likert scale varying from 1 (strongly disagree) to 5 (strongly agree). In order to identify the likely intention for having strategic employee training in an organization, factorial analysis was carried out. The factor analysis resulted in a single factor which accounted for 59.4% of the variance explained. And the independent variable is the training and development program provided by the organization. Moreover, Chi-square analysis, Cramer's V analysis and regression were utilized to evaluate the relative impact of every single variable and to what degree the linking of business strategy have on the implementation of the training programs and the underlying principle of having such strategic connection.

In sum, in order to gather realistic and reasonable information from the selected companies, the choice of questionnaire as a means of collecting data was employed because it allows anonymity and gives chance to people who answer the question to be more honest and to express their opinion more freely without fear of being reprimanded. Compared to an interview approach, which can be time-consuming and costly, questionnaire survey is relatively quick in terms of collecting information and the answers can be collected in a standardized manner, thus questionnaires are more objective, as compared to an interview. Moreover, not having enough published studies conducted in Fiji relating to the area of SHRM practices of any kind in the organizations was also a reason for the use of questionnaire.

3.4 Summing up of Research Analysis

In this chapter, I explained the proposed research designs that were implemented for the justification of the research and also the aims of the design that were implemented. Generally, it followed a logical approach because testable hypotheses were formulated; data collated and analyzed for the purpose of verifying the hypotheses.

The current study was framed originally in secondary sources. However, because of the limited research conducted on SHRM in Fiji, I have to rely on primary data which was made possible by the use of the validated questionnaires from the previous study in Spain done by Valle, Romero and Dolan in the year 2000.

So in the next chapter, I will be examining the outcomes of the questionnaire surveys where the questions will be analyzed combined with graphical analysis and critical discussions to follow. The results of the study will be discussed with regards to the hypotheses formulated and to discover if the hypotheses put together were supported after analyzing and evaluating the raw data collated from the surveyed companies.

4. DATA ANALYSIS AND DISCUSSION

In the previous chapter, the research methods utilized in the current study was explored. Additionally, the proposed research designs implemented and the objectives of the design used were also justified. In this chapter, a more detailed analysis of the questionnaires will be performed followed by a comprehensive discussion of the data through the utilization of appropriate graphical analysis. These discussions will be on the basis of the hypotheses formulated for the purpose of this research work.

4.1 Analysis of Human-capital-enhancing HR systems

The data for the first hypothesis, *a human-capital-enhancing HR system will be positively linked with organizational performance*, was first analyzed using the factor analysis. The purpose of factor analysis was to clarify correlations amongst various outcomes as the result of one or more underlying explanations, or factors (Field, 2005). In this case, factor analysis was employed in order to identify a possible reason why organizations wish for their human capital to be strategically trained. The possible dependent variables which are the self-reported subjective measures were organizational performance, technological change and networking. The measurement of business performance in terms of financial operational criteria would have been more reliable (Venkatraman & Ramanujam, 1986). Anyways, the factor analysis resulted in one single factor which accounted for 59.4% of the variance explained.

Table 1:

Component	Total Variance Explained			Extraction Sums of Squared Loadings	
	Initial Eigenvalues				
	Total	% of Variance	Cumulative %	Total	% of Variance
1	1.783	59.425	59.425	1.783	59.425
2	1.055	35.151	94.575	1.055	35.151
3	.163	5.425	100.000		

Extraction Method: Principal Component Analysis.

Component	Total Variance Explained			
	Extraction Sums of Squared Loadings	Rotation Sums of Squared Loadings		
		Cumulative %	Total	% of Variance
1	59.425	1.781	59.355	59.355
2	94.575	1.057	35.221	94.575
3				

Extraction Method: Principal Component Analysis.

This single factor of organizational performance was the underlying principle why companies want their human capital to be strategically trained (Table 1). The factorial analysis revealed one major factor, which is organizational performance (59.4%), as the motive why organizations want to implement strategic training programs. Although the second factor, technological change accounted for 35.1% of total variance explained, the result of cross-tabulation analysis told a different story (Table 2). Only 44% (16/36 x 100) of the company's surveyed stated technological change is the reason for having strategic training as compared to 56% (20/36 x 100) who voted for organizational performance as the underlying principle.

Table 2:

Type of business strategy dominated by company is defender or prospector/analyzer * Why was the training program instituted? Cross tabulation

Count

		Why was the training program instituted?		Total
		organizational performance	technological change	
Type of business strategy dominated by company is defender or prospector/analyzer	Defender	14	0	14
	Prospector/Analyzer	6	16	22
Total		20	16	36

So after factor analysis, it was concluded that organizational performance was the main reason for having strategic employee training in organizations. The data was further analyzed with cross-tabulation using the chi-square analysis, Cramer's V analysis and Spearman's rank correlation coefficient. The chi-square and Cramer's V analysis will enable the research to find out how likely it is that the strategic employee training and organizational performance is connected (Saunders, Lewis, Thornhill, 2009). The Cramer's V in addition measures the association between these variables within the table on a scale where zero symbolizes no association and one perfect association (Saunders et al. 2009). Furthermore, the intention of performing chi-square analysis was to discover if the variables are statistically significant (Saunders et al. 2009). The Spearman's rank correlation coefficient on the other hand, assesses the strength of association among the variables (Saunders et al. 2009). As this research is exploratory in nature, correlations significant at $p < 0.001$ are reported with the relative strength of significant association of 0.7 (Table 3).

Table 3:

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	18.327 ^a	1	.000		
Continuity Correction ^b	15.500	1	.000		
Likelihood Ratio	23.679	1	.000		
Fisher's Exact Test				.000	.000
Linear-by-Linear Association	17.818	1	.000		
N of Valid Cases	36				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 6.22.

b. Computed only for a 2x2 table

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Nominal by Nominal	Phi	.714			.000
	Cramer's V	.714			.000
Interval by Interval	Pearson's R	.714	.091	5.938	.000 ^c
Ordinal by Ordinal	Spearman Correlation	.714	.091	5.938	.000 ^c
N of Valid Cases		36			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

From the table, it can be concluded that the chi-square statistics gives the probability that the data gathered occurring by chance alone was less than 1%; which means that 99% of the collated data did not happen by chance. It can also be said that there is close connection involving organizational performance and training programs which is evident in the Cramer's V analysis result of 0.7. This simply means that one of the motives why firms want their employees to be strategically trained is because it could enable them to accomplish improved organizational performance. The Spearman's rank correlation coefficient of 0.7 implies that the association between the two variables, organizational performance and training programs is quite strong.

However, this analysis is not adequate enough to state with certainty that the first hypothesis has been supported. To increase the certainty of supporting the first hypothesis a regression analysis was carried out. The regression analysis is applied to forecast the value of a dependent variable which is organizational performance from the independent variable, training program (Peck, 2001). After the analysis of the data was completed, the results show a remarkable conclusion (Table 4).

Table 4:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.953 ^a	.907	.905	.168

a. Predictors: (Constant), Type of business strategy dominated by company is defender or prospector/analyzer

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	-.045	.096	
	Type of business strategy dominated by company is defender or prospector/analyzer	1.045	.057	.953

a. Dependent Variable: Training program was instituted because of organization performance or technological change or networking

Coefficients^a

Model		t	Sig.
1	(Constant)	1.502	.142
	Type of business strategy dominated by company is defender or prospector/analyzer	16.435	.000

a. Dependent Variable: Training program was instituted because of organizational performance or technological change or networking

The model summary table shows several statistics used to measure how good the regression equation is. It can be observed from the table the correlation coefficient *R* is 0.953. The coefficient of determination (*R Square*) measures the percentage of the total variation in the dependent variable clarified by the regression line which is 90.7%. The coefficient table on the other hand, displays the value of the y-intercept and the slope for the regression equation. From the table, the value of y-intercept is -0.045 and the value of the slope is 1.045. The regression equation is $y = -0.045 + 1.045(x)$.

4.1.1 What does this mean?

This regression line can be used to predict the reasons why organizations want their employees to be strategically trained according to the type of business strategy of the organization. For example, if it is a defender strategy firm, the reason why the organization wants their employees to be strategically trained is because they want to accomplish organizational performance, $y = -0.045 + 1.045(1) = 1$.¹ But if it is a prospector/analyzer business strategy, the reason for wanting their employees to be strategically trained is because of technological change, $y = -0.045 + 1.045(2) = 2$.²

It can be observed from the analysis the regression analysis was able to give an in depth and comprehensive calculation of the results of the first hypothesis of this research. The outcome of the regression analysis was able to distinguish among the organizations with different business strategy the fundamental principle why they want their human capital to be strategically trained. While conducting the cross-tabulation analysis, the results show that the most important reason why organizations provide strategic training for their human capital is that they want to achieve organizational performance. However, the results for the regression analysis was more detailed and in depth. The outcomes shows that organizational performance was the underlying factor for defender strategy firms in wanting their workforce to be strategically trained compared to technological change as the reason for a prospector or analyzer firm.

This makes more sense because for prospector and analyzer firms, the focus is on innovation and the continuous search for new opportunities and the chance to be the front-runner in the competitive business environment. They always want to be the pioneer instead of being the follower. And to be a pioneer, they need to have human capital that are strategically trained and developed to be at all times geared up for any changes that is inevitable and be willing to take huge risks when the need arises. Most importantly, being a pioneer means taking full advantage and trying to succeed in the evolving technological world and the way of going about it effectively is by

¹ In SPSS data input, 1 denotes defender firm & also organizational performance.

² In SPSS data input, 2 denotes prospector/analyzer & also technological change.

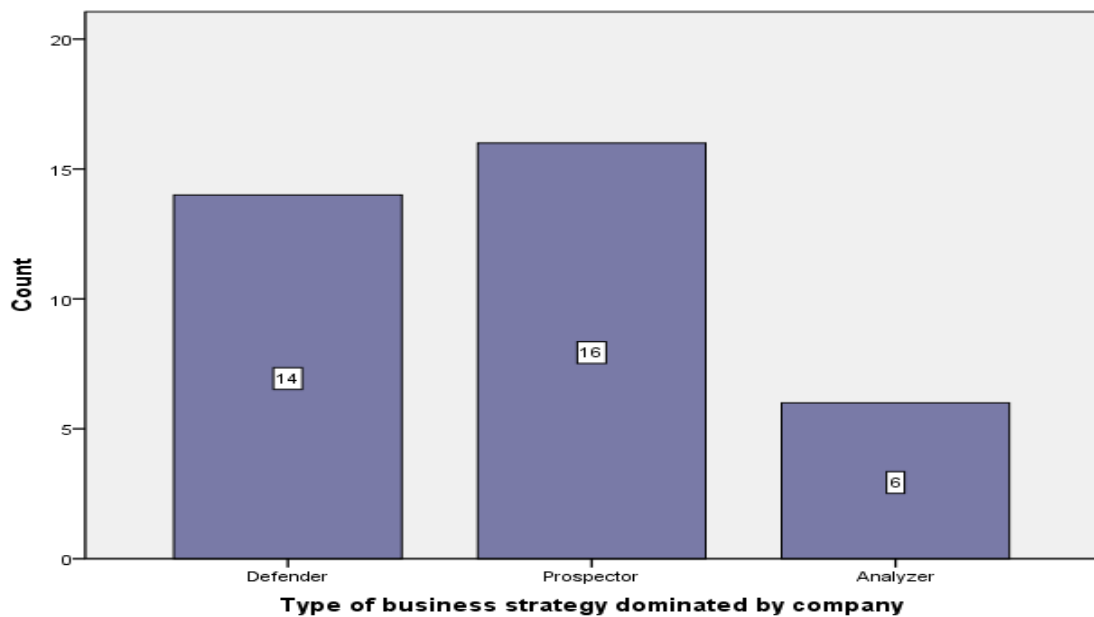
being strategically trained and prepared.

Defender strategies in contrast, are more stable and focused, and rely on long term planning. Generally, defender organizations are not in to the development of innovative products or service. Since the focus is on long term planning, the reasons why they want to provide strategic training and development programs for the workers in their organizations is because the goal is to achieve employee development which will eventually result in them accomplishing organizational performance. This makes much more sense since the company is not in to any innovative ideas or coming up with creative processes so training for technological change is unjustifiable.

4.2 *The strategic orientation of training*

For the second hypothesis; *the strategic orientation of training is linked with the corporate strategy formulated by the organization*, firstly; raw data was analyzed to verify the types of business strategy that is being followed by the responding companies that were surveyed. The results of the types of business strategies pursued by the thirty-six companies are given as follows:

Figure 4.1: Types of Business Strategy



Fourteen of the responding firms follow defender strategy; sixteen pursue prospector strategy and six the analyzer strategy. The latter was merged with the prospector strategy since it comprised less than 10% of the population. Though it has similar characteristics with both the defender and prospector strategies, overall the analyzer firm's most important focus is about providing multi-skills to its employees so it correlates more with the prospector strategy rather than the defender.

After identifying the types of business strategy that dominates the organization, the data was analyzed with the strategic orientation of training by means of cross-tabulation using the chi-square analysis, Cramer's V analysis and Spearman's rank correlation coefficient. As already explained, the chi-square and Cramer's V analysis will enable the researcher to find out how likely it is that the strategic orientation of training is correlated to the business strategy formulated by the organization and the significance level between the two variables. In contrast, the Spearman's rank correlation coefficient evaluates the strength of the relationship among the two variables; business strategy and strategic orientation of training programs. And the results of this analysis show the correlations significant at $p < 0.001$ are reported with the relative strength of significant association of 0.7, which is quite a good result (Table 5).

Table 5:

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	18.287 ^a	1	.000		
Continuity Correction ^b	15.442	1	.000		
Likelihood Ratio	19.893	1	.000		
Fisher's Exact Test				.000	.000
Linear-by-Linear Association	17.779	1	.000		
N of Valid Cases	36				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.83.

b. Computed only for a 2x2 table

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Nominal by Nominal	Phi	.713			.000
	Cramer's V	.713			.000
Interval by Interval	Pearson's R	.713	.119	5.925	.000 ^c
Ordinal by Ordinal	Spearman Correlation	.713	.119	5.925	.000 ^c
N of Valid Cases		36			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

What can be concluded from the table is that the chi-square analysis statistics gives the probability that the data gathered occurring by chance alone was less than 1%. In addition to that, it can also be said that there is some association between the strategic orientation of training and the business strategy of the organization and this is evident in the Cramer's V analysis result of 0.7. This basically means that there is some connection involving the training program and the business strategy. Organizations, when devising the training programs to put into practice do think about their business strategy. And the Spearman's rank correlation coefficient of 0.7 entails that relationship between business strategy and training program is quite strong.

To explore this association further between the strategic orientation of training programs and business strategy, I examine the cell values in relation to the row and column totals of the analyzed data (Table 6). For defender business strategy firms, 85.7% ($12/14 \times 100$) utilize training programs that tries to focus and educate on specific abilities and skills of specialization compared to only 13.6% ($3/22 \times 100$) of the prospector and analyzer business strategy firm.

In contrast, for prospector and analyzer firms, 86.4% ($19/22 \times 100$) make use of training programs that tries to educate on broad abilities and skills of their employees compared to only 14.3% ($2/14 \times 100$) of defender strategy firms. In simple terms, it means that business with defender strategy focus their training primarily on educating specific skills and knowledge of their human capital whereas those businesses with prospector and analyzer strategies focus on educating multi-skills of their employees.

Table 6:

Type of business strategy dominated by company is defender, prospector or analyzer * In general training, programs try to educate on specific abilities, or general abilities or both

Crosstabulation

Count		In general training, programs try to educate on specific abilities, or general abilities or both		Total
		specific	general/both	
Type of business strategy dominated by company is defender, prospector or analyzer	Defender	12	2	14
	Prospector/Analyzer	3	19	22
Total		15	21	36

The results of these analyses however, are not satisfactory to assert with confidence that the second hypothesis has been supported also. As a result, to amplify the sureness of supporting the second hypothesis, a regression analysis was also carried out. The regression analysis, as already mentioned before was applied to forecast the value of the dependent variable which in this case is the strategic orientation of the training program and the independent variable, which is the business strategy of the organizations. After the analysis of the data, the results shown were given in the table and then discussions to follow (Table 7). A simple linear regression analysis was used in this case.

Table 7:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.766 ^a	.586	.574	.312

a. Predictors: (Constant), Type of business strategy dominated by company is defender or prospector/analyzer

The model summary table shows several statistics used to measure how good the regression equation is. It can be seen that the correlation coefficient R which evaluates the strength of the linear relationship between the two variables is 0.766. And the coefficient of determination ($R Square$) which measures the percentage of the total variation in the dependent variable explained by the regression line is 0.586, and reported as 58.6%. The coefficient table is also given in table 8. The result of the regression analysis was also found to be statistically significant ($p < 0.012$).

Table 8:

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	.474	.180	
	Type of business strategy dominated by company is defender or prospector/analyzer	.740	.107	.766

a. Dependent Variable: In general training, programs try to educate on specific abilities, attempting for specialization or general abilities, attempting for general knowledge & specific abilities

Model		t	Sig.
1	(Constant)	2.639	.012
	Type of business strategy dominated by company is defender or prospector/analyzer	6.938	.000

a. Dependent Variable: In general training, programs try to educate on specific abilities, attempting for specialization or general abilities, attempting for general knowledge & specific abilities

The coefficient table on the other hand, illustrates the value of the y-intercept and the slope for the regression equation. From the table, the value of y-intercept is 0.474 and the value of the slope is 0.740. The regression line equation therefore will be given as $y = 0.474 + 0.740(x)$ in Table 8.

4.2.1 *What does this mean?*

This regression line, $y = 0.474 + 0.740(x)$ can be used to predict the type of training program to be implemented given the type of business strategy that dominates the firm. For instance, the defender strategy firm can use the regression line equation of $y = 0.474 + 0.740(x)$ to decide on the appropriate training program that can be adopted and implemented. The proper training program for a defender strategy firm would then be $y = 0.474 + 0.740(1) = 1.214 \sim 1$ which is the training program concentrating on specific and narrow abilities and skills for the employees.³ But if it is a prospector or analyzer business strategy, then the appropriate training program for such organizations would be $y = 0.474 + 0.74(2) = 1.954 \sim 2$ which is the training program focusing on multi-skills and broad abilities of its human capital.⁴

It can therefore be concluded that the regression analysis was able to give an inclusive representation of the results of the second hypothesis put together for this research. The outcome of the regression analysis was able to affirm with some degree of confidence together with the cross-tabulation analysis results that the second hypothesis has been supported. While conducting the cross-tabulation analysis, the results show that there are some connections linking the training program and the business strategy and the relationship is quite significant. However, this is still insufficient to support the hypothesis so the regression analysis was utilized and the result was found to be statistically significant hence was able and capable of further substantiating with some degree of confidence the second hypothesis.

The outcomes from both cross-tabulation analysis and regression analysis show the strategic orientation of training is linked with the corporate strategy formulated by the organization. The results show that companies with defender strategy take on a mechanical model of training attempting for specialization with emphasis on narrow skills and specific abilities. Companies with prospector and analyzer strategies on the other hand, adopt an organic model of training attempting for diversity which gives

³ In SPSS input data, 1 denotes defender firm and also specific training.

⁴ In SPSS input data, 2 denotes prospector/analyzer firm and also broad training.

emphasis on multi-skills and broad abilities. This is more sensible since for prospector and analyzer firms, the focus is more on innovation and the continuous search for new opportunities where they prosper in the changing business environment. Flexibility becomes their top priority; as a result, it is necessary for employees to have multiple skills which will allow them to take on the variety of tasks that exists in the company when required or when there is a shift in the business environment.

On the contrary, defender strategies are more focused on a small and very specific product-line choice anticipated for a secure market in a stable business environment. In such organizations, efficiency and stability receive priority and work process is usually repetitive and predictable hence diversity and creativity are less likely to be practiced by a firm with a defender business strategy. Due to the fact that their environment changes slowly, a defender organization is able to rely on long term planning with emphasis on the specific product line. For that reason, it is essential for the company to provide training programs which focuses on specialized skills since the company is concentrating on producing only specific products for longer periods of time and diversifying the skills of employees will most likely slow down the groups' strategy and group consistency which can interfere with efficiency and stability. All things considered, the results of the analysis for the second hypothesis on business strategy and training program can be concluded as follows:

Figure 4. 2: Strategic Human Resource Training & Development Program



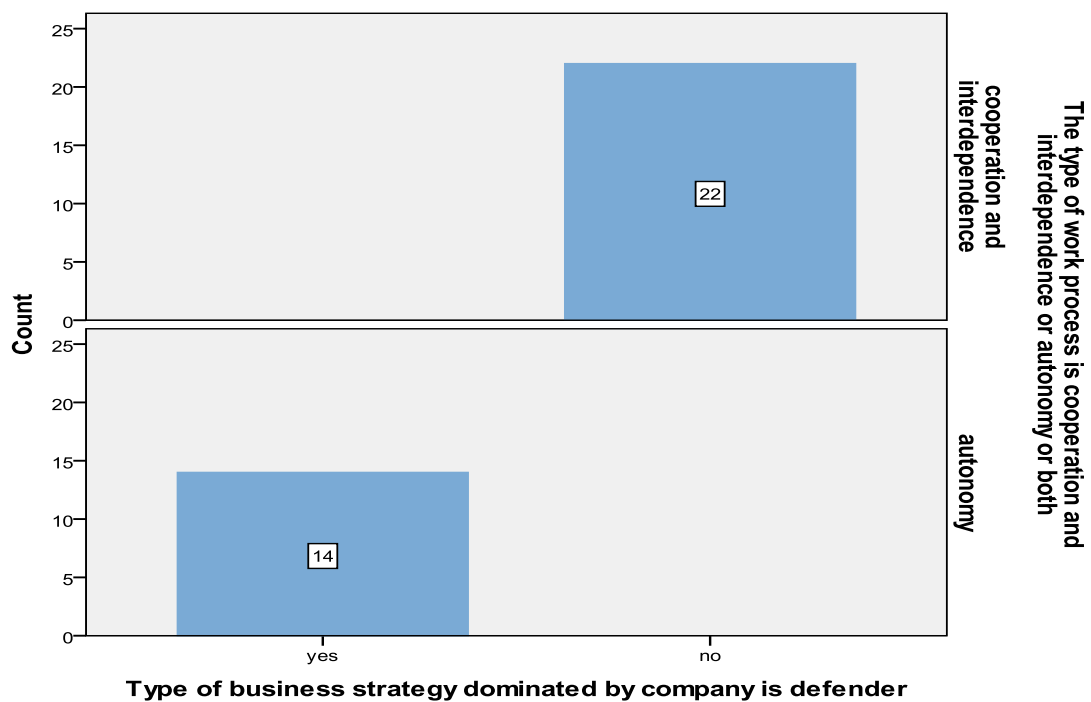
Summarizing the two hypotheses, I came up with this conclusion. It is considerable that the strategic orientation of training is linked with the corporate strategy of the organization. This means that the training program that will be implemented by the companies be connected with its business strategy. When the training program is congruent with the firms’ business strategy, this would mean that the employees are strategically trained. The question is why firms want their HR to be strategically trained? The response gathered from the companies that were surveyed was that strategic training could result in the accomplishment of business performance.

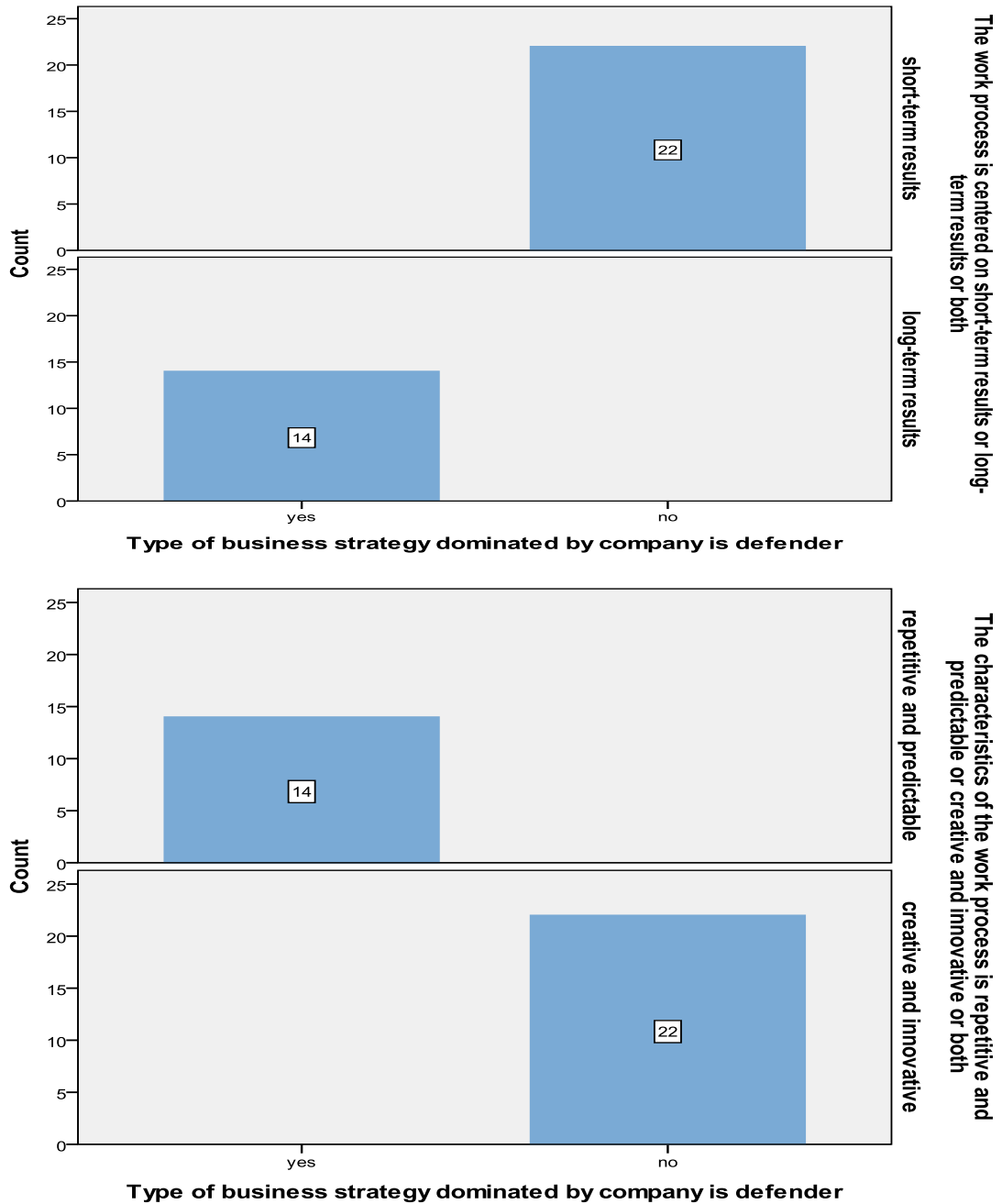
4.3 Work processes and business strategy

The work processes of the companies surveyed were also examined for the sole purpose of comparison with the characteristics of the business strategy explained by Miles and Snow (1984) and to clarify if the work processes in the company are

synonymous with the explanations of the business strategy. The companies were asked to clarify the content of work processes in terms of being repetitive or creative; centered on short-term or long-term results; and whether the process is interdependent/cooperative or autonomous/independence. The results after the analysis of the work processes in the company are given in the bar chart (Figure 4.3).

Figure 4.3: Work process in a defender strategy business firm

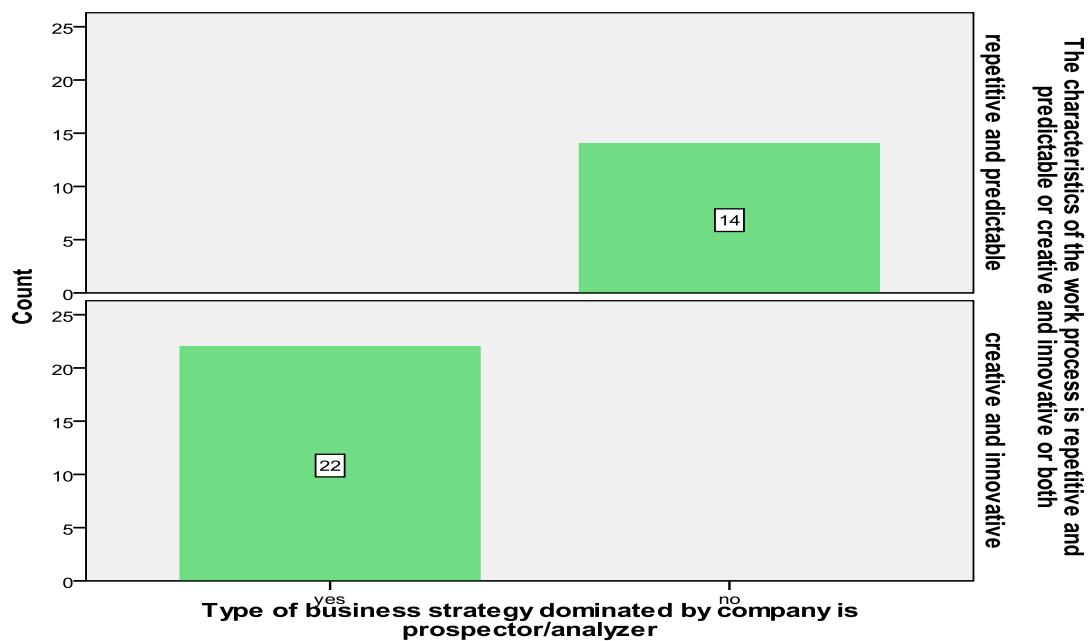


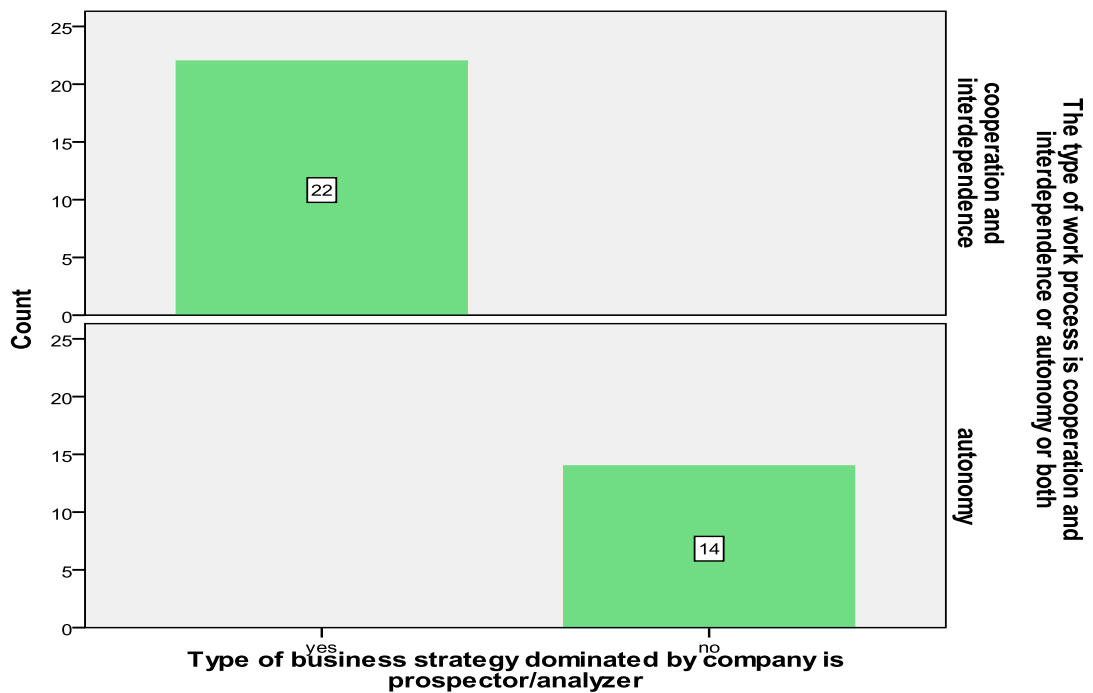
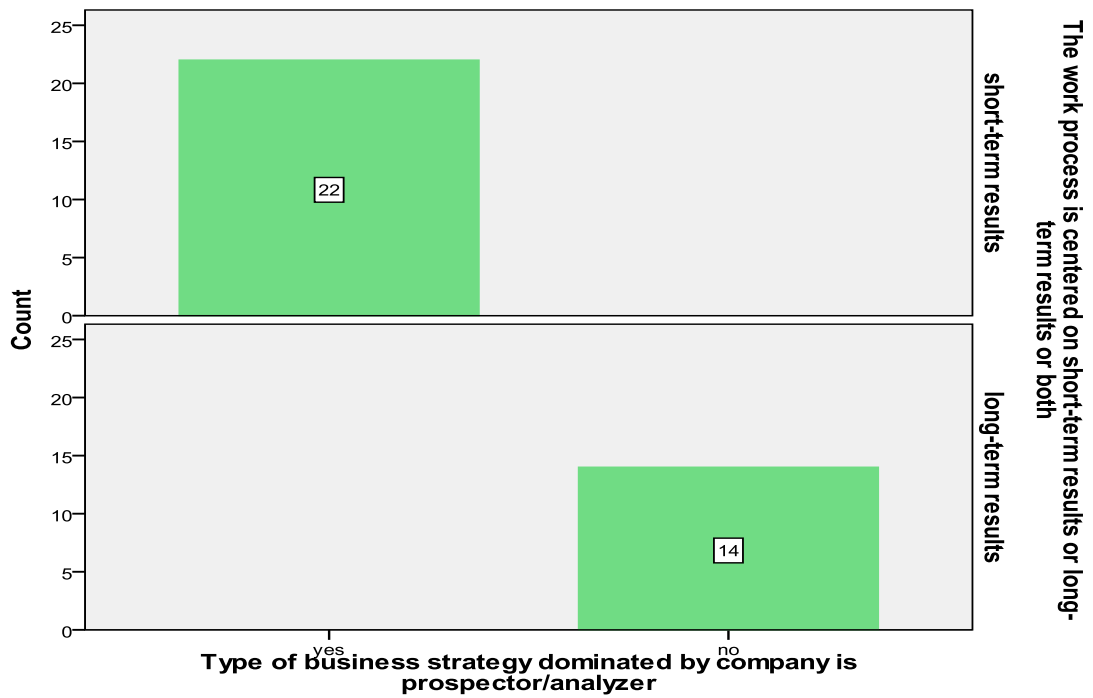


From the bar graph, it can be concluded that for the fourteen organizations with a defender business strategy, the characteristics of the work process is more autonomous and independence; centered on long-term results; and more repetitive and predictable. In comparison with the explanation of the characteristics of the strategies by Miles and Snow (1984) where the focus is on a limited product selection intended for a specific market in a stable and secure environment, I strongly believe that the specific type of

training focus that is going to be implemented can work really well with the types of work process in the defender strategy companies. Since the work process is repetitive and autonomous, training specifically for the particular skill is going to be mutually beneficial for the employees and the whole company. In addition, because their environment change gradually and focuses on doing the best in its current market, defender organization is able to bank on long term planning so the centering of the work process on long-term result is also advantageous. In contrast, the work processes of a prospector and analyzer strategy firm are quite diverse from a defender strategy firm. The outcomes of the analysis are given in the bar chart (Fig. 4.4).

Figure 4.4: Work process in prospector and analyzer strategy business firm





As can be seen from the bar graph for the twenty-two organizations with a prospector and analyzer business strategy, the characteristics of the work process is more creative and innovative; cooperative and interdependence; and centered on short-term results. With Miles and Snows' (1984) explanation of the characteristics of prospector and

analyzer business strategy where the focus is more on innovation with continuous search for new market opportunities and firms prospering in changing business environment; having multi-skilling type of training that is going to be executed can work really well with the types of work process in these companies. Given that the work process is creative, innovative and interdependence, training specifically for broad skills will be advantageous equally for both workers and organizations, in the view of the fact that they frequently support creativity over efficiency. Additionally, seeing as the firm is always in constant search for new opportunities, centering the work process on short-term results will be to the advantage of prospectors and analyzer firms because they have to be flexible and adapt promptly to change.

In this chapter, the outcomes from the research conducted were analyzed followed by a discussion on its significance and implications with regards to the hypotheses that were formulated for the existing study. The two hypotheses were both supported where firstly; *organizational performance is contingent upon human resource training and development practices*; and secondly; *the strategic orientation of training is linked with the corporate strategy followed by the organization*. In the next chapter, I will be comparing the theories put together by previous researchers of HRM practices with the results that I manage to ascertain and establish from this study.

5. COMPARISON OF THEORY AND RESULTS

In the previous chapter, the results from the research conducted were carefully examined and analyzed. Discussions of the outcome of the study were then followed with prominence given on its implications to the hypotheses that were put together for the existing study. The two hypotheses firstly; *organizational performance is contingent upon human resource training and development practices*; and secondly; *the strategic orientation of training is linked with the business strategy followed by the organization* were both supported after analyzing the data that was collected from the thirty-six organizations selected for this case study. So in this chapter, I will be comparing the theories and concepts that were put together by previous researchers of SHRM practices with the results that I manage to ascertain and establish from this current study. Specifically, results of the current research will be compared with the similar study that was previously conducted by Valle, Romero and Dolan (2000) in a sixty-five case-study Spanish companies.

5.1 Theories of Strategic HR Training and Development

Krishnaveni and Sripirabaa (2008) acknowledged that many companies spend a large amount of their financial resources for training and developing of their human capital so that the whole organization can bring about the highest performance and end result. They further affirmed that a well-trained human resource will carry out their tasks more efficiently and effectively as compared to untrained ones and would thus reduce the possibility of them making mistakes. In addition, Ann Bartel (1994) in her research examined statistics on the productivity of American manufacturing firms for two years in addition to having information regarding the percentage of the labor force that was getting proper training during their careers. The analysis of her research during the two years demonstrated that company with lesser productivity was most probably to have used training programs between those two years to elevate their productivity. Furthermore, she establishes the productivity of organizations executing training programs increased by 18% during the two years under study. The two most important lessons from this research was that training is the preferential approach for wanting to increase productivity and improve company performance and

the strategy of training has proven to be effective. It is obvious that training improved productivity as compared to any other strategy considered. Delery and Doty (1996) further established that the association between the uses of clear employment practices fitted with the business strategy can bring about organizational performance.

From Bartel (1994) and Delery and Doty's (1996) research, it is apparent that training plays a critical role in organizations achieving both increased productivity and better performance. The trend in the past in regards to training focused primarily on educating technical skills. But Dessler (2008) highlighted that training nowadays has changed dramatically and the focus is no more on the conventional training objectives but instead the training is more comprehensive. The training effort should be in line with the company's anticipation from each employee in contributing towards the attainment of the organization's goals and objectives. In addition, Loewenstein and Spletzer (1999) discussed in detail about training programs provided by companies for their human capital where they emphasized both specific training and general training. Snell and Dean (1992) went a step further and established in their paper a positive relationship between general training and the use of advanced manufacturing technology in innovative firms and specific training with the use of basic manufacturing technology in non-inventive firms.

Furthermore, Delery et al. (1996) specified the strategic disparities among the Miles and Snow business strategy which are prospector, analyzer, and defender and proposes that organizations following these alternative strategies must execute different employment systems. They stated that since the focus of defender strategy is on efficiency of narrow products in existing markets, effective employment practices have to draw attention to a long-term loyalty to the company so attaching the importance of knowledge and skills of its labor force is significant. Delery et al. (1996) further stated that this unique skills and knowledge can be improved through proper training to the employees. These practices, according to the two researchers should create an environment which encourages long-term dedication of the employees towards the organization and reduce the operating costs of employee

turnover. In return, the skills and knowledge gained from the training programs will boost the employees and give them confidence to do their tasks actively. But according to Valle et al. (2000), the results from their research shows that defender firms appear to adopt an undefined context training strategy. The explanation to this empirical result given by the researchers was that with time, defender firms tend to move towards prospector strategy in future so they may also change their training orientation when this transition occurs.

Prospectors on the other hand are continuously innovating (Miles & Snow, 1984) hence will not be able to look inside their current organizations for the required skills and will have to hire new talents from outside the company in order to keep their performance on a high level (Delery et al., 1996). Since the organization is constantly carrying out trials on new products, services and also new marketplace, the business will most likely employ HR that are very creative and inventive from outside the company. This view is further validated by Miles & Snow (1984) and Shortell & Zajac (1990) where the conclusion was firms that are inventive and pursue a prospector and analyzer strategy have got to try their best to utilize HR from external sources and markets to enhance flexibility and creativity for the company.

On the contrary, other authors dispute that organizations which pursue a prospector strategy do not need to hire experts from outside the firm (Schuler et al. 1987). Firms can use the employees already working for them who have adequate job security to be at ease in undertaking risks and then provide training within that facilitates the transfer of knowledge and skills to these employees. Firms should provide diversity training programs that will bring out the multiple skills and creativity within those employees and as a result making them more innovative and creative. Once again, the outcome of Valle et al. (2000) research was quite surprising because it goes against the theories of prospectors and analyzer strategies already explained above. Their findings concluded that both prospectors and analyzers adopt a more mechanistic training model where emphasis is on specific skills training. In the following analysis, I will summarize the actual results obtained after conducting this research and will compare

it with the theories formulated by previous researchers which I have just reviewed.

5.2 Summary of Actual Research Findings

After analyzing the raw data regarding the first hypothesis *why organizations want their employees to be strategically trained*, the result shows that organizational performance was the underlying principle. Upon further analysis using regression method, the results gave a more detailed outcome. The results show that with a defender strategy firm, the reason why the organization wants their employees to be strategically trained is because they want to accomplish organizational performance. But with a prospector and analyzer business strategy firm, the motive behind them wanting their workforce to be strategically trained is because of technological changes.

The outcome of the regression analysis was able to make a distinction among the organizations with different business strategy the essential theory why they want their employees to be strategically trained. This is more logical because for prospector and analyzer firms, the focus is on innovation and the chance to be the leader and pioneer in the business environment instead of being the follower. So being a pioneer means trying to thrive in the ever-changing technological world and to be strategically prepared for any unexpected changes that happen. Defender strategies in contrast, rely on long term planning so providing strategic training is more to do with long term issues which is achieving organizational performance.

With the second hypotheses, *the strategic orientation of training is linked to the business strategy formulated by the organization*; the analyzed results show that for a defender strategy firm, the proper training program would be the one concentrating on specific and narrow abilities and skills for the employees. However for prospector and analyzer business strategy, the appropriate training program for such organizations would be focusing on multi-skills and broad abilities of its human capital. It can be seen from the analysis the regression calculation was also able to give a complete representation of the outcomes of the second hypothesis. Specifically, the results demonstrate that companies with defender strategy take up a mechanical model of

training attempting for specialization with emphasis on narrow and specific abilities. Companies with prospector and analyzer strategy on the other hand, adopt an organic model of training attempting for diversity which gives emphasis on multi-skills.

5.3 *Evaluation of Theories and Actual Research Findings*

Previous research findings by Bartel (1994); Krishnaveni & Sripirabaa (2008) and Delery and Doty's (1996), reveals the obvious that training plays a critical role in organizations achieving both increased productivity and enhanced performance. They emphasized that training is the favored approach toward wanting to increase productivity and improve organizational performance and that the strategy of training has proven to be quite successful and also effective. In comparison to the results of the current research, organizational performance was also the favored approach for having strategic training programs for employees in an organization. In addition, the current research was able to provide something new. It was able to make a comprehensive distinction among the organizations with different business strategy the critical theory why they provide training programs which previous researchers were unable to do. Defender strategy firms provide trainings because at the back of their minds, they would like to achieve organizational performance in terms of financial stability in the long run whereas prospector and analyzer strategy firms provide training due to technological change that they continuously encourage and search for.

With the second hypothesis, Delery et al. (1996) identify that since the focus of defender strategy is on efficiency of narrow products in existing markets, training program practices should emphasize imparting skills and knowledge that are more specific and narrow in nature. But Valle et al. (2000), the results from their research demonstrate that defender strategy firms appear to adopt an undefined context training strategy. The outcomes of the current research however disagree with Valle, Martin, Romero and Dolan's (2000) findings but agree with the conclusion of Delery et al. (1996) and Miles and Snow (1984). The results drawn together from this study assert that the suitable training program for defender firms would be concentrating on specific and narrow abilities and skills. The outcome obtained from this research is more

suitable in contrast to the study by Valle et al. (2000) because environment changes slowly, so defender organization is able to rely on long term planning with specific product line. For that reason, it is necessary for the firm to provide training programs for their employee which focuses on specialized skills given that the company is intending on producing only a limited product line for a lengthy period of time.

In contrast, the analysis for prospector and analyzer strategy firm is quite surprising. Delery et al. (1996); Miles et al. (1987); and Shortell et al. (1990) all concluded that since the organizations that fall in this category are continuously innovating, they will not be able to look inside their current organizations for the essential skills and will have to employ new talents from outside the company. Schuler et al. (1987) disputed that organizations which pursue similar strategy do not necessarily need to hire experts from outside but instead use the employees already working for them by training them to be more multi skilled and take risks. Again, the outcome of Valle et al. (2000) research was quite unexpected because they concluded that both prospectors and analyzers adopt a more mechanistic training model where emphasize is on specific skills. The result of the current research however agrees with Schuler et al. (1987).

In concluding the analysis, it can be observed the result of the first hypothesis; *why organizations want their employees to be strategically trained and developed*, do concur with the current hypothesis put together for the existing study and prior theories formulated by earlier researchers (Bartel, 1994; Krishnaveni et al., 2008; and Delery & Doty, 1996). With the second hypothesis; *the strategic orientation of training is linked to the business strategy formulated by the organization*, the result of the existing study compared to previous theories was rather surprising. The second hypothesis was supported together with the theories from Schuler & Jackson's (1987) previous research but disagrees with theories from Delery et al. (1996); Shortell et al. (1990) and also Valle et al. (2000) research findings. In the following chapter, conclusion about the study is presented and suggestions given about the improvements that can be achieved by organizations in Fiji in terms of providing suitable training programs that can facilitate in the accomplishment of organizational performance.

6. CONCLUSION

The aim of this research was to examine the degree to which training program is dependent on the business strategy for firms in Fiji. In order to achieve this aim, the research was set out to analyze two questions:

1. *Determine what are the influences for organizations to have employee training and development programs?, and*
2. *What are the firms' strategic methods in training and development practices?*

The analysis of the two questions was conducted in order for relevant stakeholders to be made aware of how companies with differing business strategies develop their human capital capabilities and expertise. Overall, the findings of this research were able to establish that organizations have training programs in order for organizational performance to be realized. In addition, companies provide strategic training to their employees where they try to link these training programs with the business strategy for the purpose of attaining organizational performance (46). Hence, the firms' strategic methods in training practices simply is training being contingent on the organizations business strategy. From the research questions, two hypotheses were formulated:

1. *Organizational performance is contingent upon human resource training and development practices; and*
2. *The strategic orientation of training is linked with the organizations' business strategy.*

In this final chapter, a summarized analysis will be provided regarding the solutions of the two hypothesis and recommendations offered to organizations in terms of providing effective training programs. In addition, different approaches which can be implemented in future to further extend the findings of this research will be provided.

6.1. First hypothesis: A human-capital-enhancing HR system will be positively linked with organizational performance.

The three likely explanations for organizations wanting to implement strategic training programs were organizational performance, technological change and networking. The factor analysis resulted in one single factor, organizational performance which accounted for the largest percentage of the variance explained (31). This means that organizational performance was the underlying principle why organizations want to carry out strategic employee training and development programs. However, the analysis was insufficient to support the hypothesis so the data was further analyzed with cross-tabulation using the chi-square analysis, Cramer's V analysis and Spearman's rank correlation coefficient. The results then show that there is close association between organizational performance and training programs (33). In simple terms, it means that one of the intentions why firms want their employees to be strategically trained is because it could enable them to attain organizational performance. This analysis is inadequate to state with confidence that the first hypothesis has been supported. So to increase the certainty of supporting the first hypothesis, a regression analysis was then carried out.

The outcome of the regression analysis was able to show a more statistical significance ($p < 0.001$) and comprehensive result. It was able to predict the reasons why organizations want their employees to be strategically trained according to the type of business strategy formulated by the organization (35). For instance, the reason why a defender strategy firm wants their employees to be strategically trained is because they want to accomplish organizational performance (36). However, for a prospector and analyzer business strategy firm, the reason for wanting their employees to be strategically trained is because of technological change (36). It was observed that the regression study was capable to give an in depth calculation of the results of the first hypothesis. The outcome of the regression analysis was able to distinguish among the organizations with different business strategy the fundamental principle why they want their human capital to be strategically trained and developed. This makes more sense because for prospector and analyzer firms, the focus is on

innovation and so they need to have human capital that are strategically trained to be prepared for any changes that is inevitable and be willing to take huge risks when the need arises. Defender strategies in contrast, are more stable and rely on long term planning. Since the focus is on long term planning, the reasons why they want to provide strategic training and development programs for the employees in their organizations is because the goal is to achieve employee development which will eventually result in them accomplishing organizational performance. In general, the first hypothesis was supported.

6.2 *Second hypothesis: the strategic orientation of training is related to the business strategy formulated by the firm.*

With the second hypothesis, the regression line analysis was able to predict the type of training program to be implemented given the type of business strategy that dominates the firm. For instance, a defender strategy firm, the proper training program was the training concentrated completely on enhancing specific and narrow abilities and skills for the employees (44). On the other hand, for a prospector and analyzer business strategy, the appropriate training program for such organizations was training focusing on enhancing multi-skills and broad abilities and knowledge of its human capital (44).

What was concluded from the analysis was that the regression calculation was able to give a more broad illustration of the results of the second hypothesis. The outcome of the regression analysis was able to provide statistical significance; $p < 0.012$ (43) and affirm with some degree of confidence together with the cross-tabulation analysis results, that the second hypothesis has been supported as well. While conducting the cross-tabulation analysis, the results show that there are some connection and association involving the training program and the business strategy and the relationship is rather significant; $p < 0.001$ (39). However, this offered limited support to the hypothesis so regression analysis was employed and the findings from this were statistically significant; $p < 0.012$ (43) hence able to further corroborate the hypothesis. The outcomes from both cross-tabulation analysis and regression analysis show that the strategic orientation of training is linked with the corporate

strategy of the organization. The results show that companies with defenders business strategy take up a mechanical model of training attempting for specialization with emphasis on enhancing narrow skills and specific abilities (44). Companies with prospector and analyzer business strategy on the other hand, adopt an organic model of training attempting for diversity which gives emphasize on enhancing multi-skills and broad abilities (44).

As for the characteristics of the work process, the twenty-two organizations with a prospector and analyzer business strategy are more creative and innovative; cooperation and interdependent; and centered on short-term results which according to Miles and Snows' (1984) is the explanation of the characteristics of prospector and analyzer business strategy (49, 50). For the fourteen companies with a defender business strategy, the characteristics of the work process is more autonomy and independent; centered on long-term results; and the work process itself is repetitive and predictable which again according to the explanation of the characteristics of the strategies by Miles and Snow (1984) are the characteristics of a defender strategy firm (47, 48). In general, this recommends that under work process where the content of the work provides for creativity, cooperation and short-term results, training is inclined to be focused on multi-skills development. In comparison, if the work is less creative, autonomous and independent, training is likely to be more specialized.

6.3 Recommendations

Overall, the findings of this research offered further perspectives as to what organizations in Fiji are exercising in their HR training and to what degree this training can be actually seen as strategic. The conclusion from the study was that it was strategic in that training is being dependent on the corporate strategy. It is crucial to maintain the correlation involving the kind of abilities with business strategy was surveyed centered on the theory that training or development practices are very significant in attaining diverse calculated objectives like developing innovative products or improvements to the existing product line. Nevertheless, it still remains to be empirically examined if such practices will have an effect in the attainment of

strategic objectives as well as general company performance. Nonetheless, while aligning training practices among business strategy, managers need to take into account that more than a few other practices have a say to the effectiveness of training practices (Ragburam et al., 1994). These other practices can consist of creating a supportive climate for transfer of training (Baldwin et al., 1988); as well as a compensation system that is quite motivating (Balkin et al., 1990) among other things, which in turn creates an overall total effect that will determine business performance.

In addition, very few published studies have been made to establish the correlation between training programs and business strategies for organizations in Fiji. The question is what are the firm's strategic methods in training and development practices? The findings of the current study were able to give an idea of how organizations in Fiji should implement training programs for their employees. For maximum mutual benefit, it is vital for companies to execute strategic training. Strategic training in this regards, refers to the correlating of training programs with corporate strategies. For example, a defender strategy organization should adopt programs which are more narrowed to specialized skills whereas a prospector and analyzer strategy firm should adopt programs which are focused on more general abilities and multiple skills. The contribution gathered from this research is if companies in Fiji implement strategic training programs, the possibility of accomplishing organizational performance are quite feasible.

6.4 *Limitations and Future Research*

Firstly, it must be noted that the restricted sample size along with the approach in which it was chosen, signifies a limitation for the study and imposes constraints on the ability for comparison with other results reported in the literature and in particular Valle's et al., (2000) study. A more comprehensive approach in terms of the sample size should be instigated in future to enhance the reliability and validity of the study. Secondly, there is inadequate statistical evidence for the first hypothesis of HR training in relation to organizational performance. A likely justification is possibly due to measurement concern, for the most part the self-reported subjective measure. In

future research, the application of a dependent variable such as revenue rate, which is generally established as a consistent alternative for measuring business economic performance, can be applied for a more inclusive analysis (30).

To conclude, the findings of this study proposes a few support for incorporating training or development program and business strategy which is beneficial to the enrichment of company overall performance. It presents groundwork to learn the essential human resource strategies with organizational outcomes in a Fijian perspective. Still, more empirical research is necessary to convincingly ascertain the correlation between employee training and business strategy as hypothesized in this study. The results generated from this study however, presented a foundation of significant insights that top administrators can use in devising successful human resource management strategies for accomplishing higher levels of organizational performance and more importantly, provided the motion for more research of similar nature to include other human resource practices such as staffing, compensation and career planning.

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Appendices A: Training Needs Analysis Form

TRAINING NEEDS ANALYSIS FORM

Individual TNA

NAME OF EMPLOYEE: _____

POSITION: _____

DEPARTMENT/SECTION: _____

PART A (to be completed by the employee whose TNA is being compiled)

(A) What specific skills and knowledge do you need to gain to enable you to do your job better?

(B) What specific skills will you need to acquire to perform your job within the next three years considering that the job will be changing?

Signature: _____ Date: _____

Source: FT Limited

NAME OF EMPLOYEE: _____

Part B (to be completed by the Supervisor of the above employee whose TNA is being compiled)

Your comments on (A)

Your comments on (B)

Signature: _____

Date: _____

Supervisor's Name: _____

PART C (to be completed by the employee's manager)

Comments on observations made in Part B above.

Signature: _____

Date: _____

Managers Name: _____

Source: FT Limited

DEPARTMENTAL TRAINING NEEDS ANALYSIS

This form is to be completed after due consultations have taken place amongst all staff. The meeting on Departmental TNA must take place before Individual TNA's are completed.

1. What are the general areas in which training is required for your department for the immediate period?

TRAINING AREAS	OBJECTIVES TO BE ACHIEVED BY THE TRAINING

2. What additional areas of training for your department are likely to arise over the next three years considering likely changes in people, technology, environment, etc.

3. Managers Comments:

Signature: _____ Date: _____

Source: FT Limited

Training Plan Format Guideline

The Training Plan is divided into three sections: In-House Training, External Training and On-the-job Training (to include among others, Extension, Part-Time at USP and FNU, Work Attachments.

IN-HOUSE-TRAINING

These are defined as programs designed especially to meet the needs that have been identified for Fiji Times staff. The following details need to be compiled:

- Course Title
- Objectives
- Methodology of Training
- Trainers to be used
- Budget
- Evaluation system to be used
- Dates and Duration
- Names of participants

EXTERNAL TRAINING

This will include programs that are available and which have been deemed appropriate for meeting identified Training Needs. Such programs will include regular TPAF courses. Details required are as follows:

TRAINING NEED	COVERAGE REQUIRED IN TERMS OF CONTENTS AND OBJECTIVES	PROBABLE PROVIDERS AND DATES OF COURSES

ON-THE-JOB TRAINING

Will include training normally conducted by the supervisor or by a senior employee responsible for instructing employees and usually aimed at providing "hands on" experience through actual practice and under normal working conditions. Would generally include staff engaged

Source: FT Limited

Employee Performance Review

Section 1: Employee Information

Name of Employee: _____

Job Title: _____

Department: _____

Rating Period: from: _____ to: _____

Reviewing Manager: _____

Section 2: Performance Review

Performance reviews provide a means of informing employees of the quality of their work and identifying areas of performance that may need improvement. They are to be used as a positive, constructive tool to measure an employee's performance. Additionally, performance reviews help in making employment decisions including, but not limited to, training needs, transfers, promotions, career development, etc.

The objectives of the Company's job performance review process are:

- To set performance standards based upon current position outlines to ensure that employees know what is expected of them;
- To encourage managers, supervisors and employees to have face-to-face discussions and provide employees feedback on job performance; and
- To recognize outstanding performance and contributions; conversely, to discuss substandard performance and outline plans for improvement.

Section 3: Instructions

This performance review report on the employee listed above is to be completed by the employee's Manager, and then discussed with the employee. Each must sign in succession as indicated in Section 5. The employee, if in disagreement with the review, may attach comments regarding such disagreements and discuss with the department head. Return all copies to the Human Resources Manager.

Source: FT Limited

Section 4: Performance Dimensions

1. Work Quantity

i. Amount

Does not produce a sufficient volume of work for allotted time of effort; overlooks customary time-saving techniques; work volume is often inconsistent.

Productive worker in terms of providing a proper amount of work; uses proper work techniques that produce an expected volume of work.

Produces an exceptional level of work output; utilizes innovative or cost effective work techniques that enables consistently high levels of work output or efficiency.

Comments:

ii. Promptness

Starts/completes assignments irregularly on time; erratic or unreliable about doing work within allotted time

Starts/completes assignments on time; conducts work within prescribed time; usually will complete all aspects of assigned work prior to due dates

Has demonstrated willingness to use own time to complete work on time to meet schedules; frequently starts/completes work ahead of schedules; uses time effectively to complete difficult tasks

Comments:

iii. Completion/Thoroughness

Often does not carry out work activities in the required or appropriate detail; tends to leave work in marginal conditions; will often do only what instructed to do

Consistently performs work with desired level and amount of detail; utilizes the most effective procedures or process to insure thoroughness; provides clean, neat and organized work product; does not leave loose ends

Performs work in exemplary detail without sacrificing efficiency or economy; work product is always complete beyond standard expectation in every detail

Comments:

2. Work Quality

i. Skills/Accuracy

Does not demonstrate proper level of work skill proficiency; requires repetitive instructions; produces errors in work that result in inefficiency

Performs work with requisite skills; does work accurately without repetitious performance to achieve; has full range of skills required for competent performance; absence of continuous or serious errors in work

Work is always accurate and orderly; performs work with superior skill and execution of duties; rarely has to request the same tasks due to error; has developed an advanced proficiency in the full range of work skills

Comments:

ii. Knowledge

Possesses marginal or inadequate state-of-the-art job, program, and/or Company knowledge including policies and operating procedures; does not ask questions or seek information to learn about unfamiliar job aspects

Possesses and exercises the requisite job knowledge; understands and uses new information as it becomes available; willing to spend time and effort to maintain current and thorough knowledge of the job

Has developed and uses outstanding job knowledge; keeps abreast of changes and new developments in the job; uses Company and own resources to improve job knowledge; shares knowledge with others

Comments:

Source: FT Limited

iii. Communications

Has difficulty in explaining and understanding instructions and information; shows antagonism or other negative traits in conversations; is offensive to others; has weak writing, grammar and articulation skills related to the job

Expresses concerns, ideas and other information clearly and concisely; speaks without usual disruption of thought or offensive manner; provides accurate information using vocabulary and grammar appropriate to each situation; creates sense of confidence and friendliness in conversation; has good command of written/oral communication skills

Extremely articulate and clear in conversation, possesses advanced writing skills; able to communicate effectively with a wide range of persons; keeps others informed of important information; considers behavioral effects of proper communications

Comments:

iv. Judgement/Decision Making

Has difficulty prioritizing work tasks; avoids decisions; does not apply logic to work situations; avoids taking responsibility for results of work

Has sense of priority; uses common sense; makes logical decisions; able to distinguish impact of decisions; takes responsibility for decisions or actions on the job

Possesses a keen sense of work priorities and approaches work tasks in a logical, practical, and pragmatic manner at all times; willing and eager to make decisions, and accepts responsibility for consequences

Comments:

3. Work Habits

i. Punctuality/Attendance

Frequently late to work or has had an excessive number of missed work hours; reports to assignments late; abuses leave or time-off privileges

Reports on time to work and assignments; is free from excessive absence, is consistent in reporting to work and in attendance on time or as otherwise required

Always punctual and commences work activities on time; has exemplary attendance; by example, discourages others from excessive use of leave and absences

Comments:

ii. Compliance

Breaks or deviates from prescribed rules, procedures or work instructions; is not responsive to instructions or conditions regulating work or employment; fails to take responsibility for adherence to work conditions

Reports to work assignments and directions of supervisors; adheres to work rules, methods, procedures, and other Company requirements; takes responsibility for and corrects minor infractions

Complies with Company work conditions, and encourages compliance by others; makes constructive suggestions on rules, methods, or procedures that would enhance productivity or Company operations in general

Comments:

iii. Initiative

Does not pursue job related improvement in skills or knowledge; fails to initiate routine work; has to be told or reminded what work has to be done; does not use work hours efficiently, does not counter to assist others or pursue opportunities

Self-motivated; contributes ideas or work improvement methods; demonstrates desire for job related self-improvement; does work without being told; uses work hours effectively and efficiently; assists others where and when needed

Genuinely interested in and actively pursues new methods, tools, information or knowledge; self-initiates obvious, routine or needed work; plans work activities carefully to insure maximum efficiency; observes others in need and readily assists

Comments:

iv. Teamwork

Displays behavior that is not conducive to good working relations, morale, productivity, cooperation, or other generally accepted standards of Company services

Understands and works according to the need for teamwork and cooperation; has a positive orientation toward job and positive approach toward requirements of the job, uses appropriate behavior effectively in varying situations

Exemplary in behavior toward others, cooperative and teamwork oriented at all times; makes extra effort to serve others and maintain an organizational perspective; possesses command in dealing with a wide range of situations requiring strong behavioral skills

Comments:

v. Equipment/Materials Usage

Fails to use proper procedures, care, skill or accuracy in use of equipment and materials; does not apply sound safety practices or precautions; manner of use has resulted in loss, damage, or excessive wear

Exercises care and caution toward equipment and material use; uses only required and proper amount of material to get job done adequately; perform daily maintenance of equipment to prolong its use; practices preventative maintenance or use of equipment/materials

Promotes or provides efficient use of equipment/materials resulting in cost savings or increased productivity; carefully maintains and repairs equipment to prolong its use

Comments:

vi. Safety

Does not demonstrate proper knowledge or practice of safety related to job; has caused avoidable accident to self or others; does not participate in safety concerns or activities; takes unnecessary risks

Follows established safety rules and safe work practices; considers safety implications of work performance procedures, methods, and the use/operation of applicable equipment and materials; advises supervisors of hazards.

Eliminates hazards when observed or found and/or makes safety suggestions; encourages others to use safe work practices and procedures; helps identify or prepare safety practices

Comments:

4. Interpersonal relations

i. Co-Workers

Fails to exercise principles of teamwork; lacks cooperation or courtesy; is a loner or makes others uncomfortable when present; practices territorialism or work unit prejudice; does not attempt to resolve conflicts.

Exercises adequate interpersonal skills such that working relationships are smooth and conflicts are resolved by mature and responsible means; makes visible effort to get along well with co-workers and superiors

Possesses sound understanding of interpersonal relations and is effective in its application with individuals or groups; resolves conflicts congenially; takes a positive and mature approach in dealing with co-workers and superiors

Comments:

ii. Customer Contact

Deliberately avoids customer contact; expresses little interest in or regard to concerns of customers; discourteous; unfriendly or intolerant of customer contact; tends to have an abrasive manner

Demonstrates positive customer service behavior; shows interest in and concern for customer needs; is helpful and friendly towards customers; demonstrates tolerance, respect, patience and control in customer

Consistently demonstrates good judgment and strong rapport in customer contacts; listens to customer concerns and resolves problems or refer to proper source; handles adverse or pressure situations in an ideal manner

Comments:

iii. Habits/Appearance

Possesses specific habits that are incompatible with the job or related requirements; grooming or attire is substandard for job; possesses personal manners not conducive to desirable representation of Company

Free from poor work or personal habits that could otherwise tend to interfere or adversely influence performance; maintains proper and acceptable attire and grooming appropriate to job

Exemplary work habits that aid high performance including work product and efficient use of time; personal appearance is at all times appropriate to position and commendable to Company representation

Comments:

5. Adaptability

i. Job-Progress

Has not met standards of job progress in one or more areas given the time in service or amount of training; is not learning job responsibilities at expected rate or level; has not made adequate effort to improve competency; resists constructive criticism

Demonstrates an appropriate and expected level of knowledge, skill, and adaptation to the job requirements given the time in service and training; has shown self-motivation to keep abreast of changes in the work and to improve competency in areas needing some development; has clear goals in mind

Performs consistently higher and progresses faster than required standards of the skills and knowledge related to position; demonstrates well above average adaptation to the job, work rules, and other conditions of employment; remains self-motivated and motivates others to improve their job skills and knowledge; seeks new challenges and goals

Comments:

ii. New/Unusual Situations

Is indifferent to or avoids changes, new ideas and approaches, or suggesting improvements; has difficulty adjusting to new or unusual work conditions; resists the introduction of new or unusual situations

Presents a positive attitude towards, and diligently works at learning new work situations; is free from restrictive or narrow views/approaches to unusual work tasks, priorities, or operating procedures

Behavior is supportive of, and encourages new work methods, changes in procedures that improve work, new approaches or responsibilities; is always available to participate or help in unusual situations

Comments:

iii. Responsiveness

Avoids work under adverse or pressure conditions; unreliable in response to work conditions or Company needs; avoids or uncooperative about overtime work requirements; unwilling to make personal sacrifices in times of work need; avoids or resists assignments dealing with travel, meeting, or related disruptions to personal priorities

In situations requiring long working hours or work under adverse conditions, is reliable and responsive to work needs and related demands of the Company to accomplish goals; is willing to sacrifice own time and personal convenience when demands of work require response; is prompt in responding and follows direction in a positive manner despite circumstances

Is always ready to serve needs of the Company; volunteers when overtime or work under adverse conditions exists; makes suggestions to improve responses or reduce the need/impact; performing work efficiently and effectively under short notice, demanding, or adverse conditions

Comments:

Employees Comments:

Manager's Comments:

Section 5: Signatures

		Signature	Date
1. Supervisor:	This evaluation represents my considered judgment of the employee's performance during the rating period, and I have discussed this report with the employee.	_____	_____
2. Manager:	Reviewed and concur with evaluation.	_____	_____
3. Employee:	I have reviewed my performance rating; for the period cited. I do / do not wish to discuss this rating further. [Employee may attach comments]	_____	_____

Distribution: Employee, Human Resources Manager, Employee Personnel File

Appendices B - Questionnaire

A. QUESTIONS FOR SENIOR MANAGEMENT – CONFIDENTIAL

The objective of this questionnaire is to identify the type of business strategy dominated by the company in reference to the Miles & Snow typology (1984). This is important to the research objectives because the researchers are trying to establish if there are significant leakages between strategic human resource training efforts with business strategy and organizational performance. Your participation is critical to the success of the research and the researchers appreciate your time in completing the following short questionnaire. It should take no longer than 5 minutes. Thank you.

I. Generic Strategy of a Company

Here below we describe four different types of organizations and how they respond to changes in the business environment. None of the described strategies is, per se, “good” or “bad”. If none of the descriptions exactly mirrors your organization, please find similarities. **Choose ONE item in the following list and enter the type here that matches your organization: Organization type _____.**

Organization type A. It executes changes and improvements on its products, services and markets, quite frequently. Therefore, it attempts to be a front runner in the development of new products and services. In the long term, some of such innovations do not succeed. The organization responds speedily to the first market signals of new needs and opportunities.

Organization type B. It keeps a fairly stable number of products, services and markets, meanwhile, at the same time, develops new products, services and markets selectively. This organization is rarely the first one in offering new products and services or entering new markets. It carefully follows up on the strategic movements of organizations type A; however, organizations type B try to imitate them at a higher burden cost or by applying more well-developed plans.

Organization type C. It covers a niche market by offering a relatively stable group of products and services for a quite stable market. Generally, the organization is not in at the edge in the development of new products, services and markets. It usually ignores all changes that do not directly impact its current market portfolio. The organization focuses on doing the best in its market.

Organization type D. It can take different strategies, at any time, as any of the previous explained organizations; therefore it cannot be easily identified or characterized with any of the described organizations.

II. Each respondent must read the questions carefully & select the answer that best describes your organization and choose ONE option (a to d).

Question	Choose ONE option
01. In comparison to our competitors, the product/service which we provide to our customers are best characterized as:	a. Product/service which are more innovative, continually changing and broader in nature throughout the organization and marketplace.
	b. Product/service which are fairly stable in certain units/departments and markets while innovative in other units/departments and markets.
	c. Product/service which are well focused, relatively stable and consistently defined throughout the organization and marketplace.
	d. Product/service which are in a state of transition, and largely based on responding to opportunities or threats from the marketplace or environment.
02. In contrast to our competitors, our organization has an image in the marketplace as a company which:	a. Offers fewer, selective products/services which are high in quality.
	b. Adopts new ideas and innovations, but only after careful analysis.
	c. Reacts to opportunities/ threats in the marketplace to maintain/enhance our position
	d. Has a reputation for being innovative and creative.
03. The amount of time my company spends on monitoring changes and trends in the marketplace can best be described as:	a. Lengthy: We are continuously monitoring the marketplace.
	b. Minimal: We really don't spend much time monitoring the marketplace.
	c. Average: We spend a reasonable amount of time monitoring the marketplace.
	d. Sporadic: We sometimes spend a great deal of time & at other times spend little time monitoring the marketplace.

04. In comparison to our competitors, the increases or losses in demand which we have experienced are due most probably to:	a. Our practice of concentrating on more fully developing those markets which we currently serve.
	b. Our practice of responding to pressures of the marketplace by taking few risks.
	c. Our practice of aggressively entering into new markets with new types of product/service offerings.
	d. Our practice of assertively penetrating deeply into markets we currently serve, while adopting new products/services only after careful review of their potential.
05. One of the most important goals in my company, in comparison to our competitors, is our dedication and commitment to:	a. Keep costs under control.
	b. Analyze our costs and revenues carefully, to keep costs under control and to selectively generate new product/service or enter new markets.
	c. Insure that the people, resources and equipment required to develop new product/service and new markets are available and accessible.
	d. Make sure that we guard against critical threats by taking whatever action is necessary.
06. In contrast to our competitors, the competencies (skills) which our managerial employees possess can best be characterized as:	a. Analytical: Their skills enable them to both identify trends and then develop new product/service offerings or markets.
	b. Specialized: Their skills are concentrated into one, or a few, specific areas.
	c. Broad and entrepreneurial: Their skills are diverse, flexible, and enable change to be created.
	d. Fluid: Their skills are related to the near-term demands of the marketplace.
07. The one thing that protects our organization from our competitors is that we:	a. Able to carefully analyze emerging trend and adopt only those which have proven potential.
	b. Are able to do a limited number of things exceptionally well.
	c. Able to respond to trends even though they possess only moderate potential as they arise.
	d. Are able to consistently develop new product/service and new markets.

08. More so than many of our competitors, our management staff tends to concentrate:	a. Maintaining a secure financial position through cost & quality control measures.
	b. Analyzing opportunities in the marketplace and selecting only those opportunities with proven potential, while protecting a secure financial position.
	c. Activities or business functions which most need attention given the opportunities or problems we currently confront.
	d. Developing new product/service and expanding into new markets or market segments.
09. In contrast to many of our competitors, our organization prepares for the future by:	a. Identifying the best possible solutions to those problems or challenges which require immediate attention.
	b. Identifying trends and opportunities in the marketplace which can result in the creation of product/service offerings which are new to the industry or which reach new markets.
	c. Identifying those problems which, if solved, will maintain and then improve our current product/service offerings and market position.
	d. Identifying those trends in the industry which our competitors have proven possess long-term potential while also solving problems related to our current product/service offerings and our current customers' needs.
10. Unlike many other similar companies, the procedures our organization uses to evaluate our performance are best described as:	a. Decentralized & participatory encouraging many organizational members to be involved.
	b. Heavily oriented toward those reporting requirements which demand immediate attention.
	c. Highly centralized and primarily the responsibility of senior management.
	d. Centralized in more established product/service areas & more participatory in newer product/service areas.

Thank you so much for taking the time in answering the questions. For further queries, please do not hesitate to contact the number 9722721.

QUESTIONNAIRE FOR HUMAN RESOURCE MANAGER – CONFIDENTIAL

The objective of this questionnaire is to identify training programs and its impact on employee performance. This is important to the research objectives because I am trying to establish if the leakage between strategic human resource training efforts with business strategy contributes to employee and organizational performance. My sincere gratitude and thanks for agreeing to participate in the survey.

General Industry Classification: _____

Total number of employees: _____

I. Information regarding Human Resources Policies (common philosophy)

Here below we describe the perspective of human resources from four different types of organizations. Three of these organizations (A, B and C) are easily categorized; the fourth one includes characteristics of the other three. None of the described organizations is, per se, "good" or "bad". **If none of the descriptions exactly mirrors your organization, select ONE that best fits your organization in regards to human resources & enter the type here: Type _____.**

Organization type A. This type of organization typically hires its talented employees from outside. It lays off employees if the organization requires a change or if the individual performance is not acceptable. The organization supports/trains professionals that formerly have the current required abilities or experience. The organization possesses a high flexibility in regards to the allocation of human resources, hiring or re-assigning employees as required.

Organization type B. It assigns its human resources among divisions or product lines. Human resources that require special skills are hired outside the organization and developed internally as well. Internal team work attitude (not sure if this is the right translation, literally says internal coherence) and competitiveness is taken into consideration for salary levels and benefits. The organization hires from the outside or develops all its human resources needs internally.

Organization type C. This type of organization normally looks inside for its human resources needs. Generally, the organization does not recruit skilled employees. The well-developed training programs, within the organization, allow satisfying its current and future human resources needs. The organization focuses on developing its own human resources for current and future needs.

Organization type D. This type of organization implements all the above described strategies depending upon the circumstances; therefore it cannot be clearly classified. Sometimes it focuses on the external resources, in the internal resources or both. Overall, it is very difficult to predict future strategies in this type of organizations.

III. In the following questions please SELECT ONE numeric and CIRCLE the best that match your organizational view.

6. In general training, programs try to educate on:

Specific abilities, attempting for specialization	1	2	3	4	5	General abilities attempting for general knowledge
---	---	---	---	---	---	--

7. In general training, programs are focused towards:

Individual work attitude	1	2	3	4	5	Team work attitude
--------------------------	---	---	---	---	---	--------------------

8. Training programs are planned timely and focused on future needs:

Totally agree	1	2	3	4	5	Totally disagree
---------------	---	---	---	---	---	------------------

9. Training programs are strongly focused on the direct improvement of productivity:

Totally agree	1	2	3	4	5	Totally disagree
---------------	---	---	---	---	---	------------------

10. Union attitude towards training programs is vital

Totally agree	1	2	3	4	5	Totally disagree
---------------	---	---	---	---	---	------------------

IV. Description of work process and jobs

11. The characteristic of the work process is

Repetitive & predictable	1	2	3	4	5	Creative & innovator
--------------------------	---	---	---	---	---	----------------------

12. The work process is centered on

Short-term results	1	2	3	4	5	Long-term results
--------------------	---	---	---	---	---	-------------------

13. The type of work process is

Cooperation & interdependence	1	2	3	4	5	Autonomy
-------------------------------	---	---	---	---	---	----------

14. The process of work is more to do with

Quality	1	2	3	4	5	Quantity
---------	---	---	---	---	---	----------

15. The work process requires application of

Little expertise & skills	1	2	3	4	5	Considerable expertise & skills
---------------------------	---	---	---	---	---	---------------------------------

V. Impact of training and development on employee performance

Key:

Strongly Disagree	Disagree	Indifference	Agree	Strongly Agree
1	2	3	4	5

16. Training programs are job oriented.
- 1 2 3 4 5
17. Organizational culture facilitates the training and development program.
- 1 2 3 4 5
18. Trained employees are more efficient and effective as compared to untrained.
- 1 2 3 4 5
19. Trained employees get more incentives.
- 1 2 3 4 5
20. Leadership and decision making training is provided to employees.
- 1 2 3 4 5
21. Training programs help employees to stay up-to-date with new process and procedures related to their job.
- 1 2 3 4 5
22. Trained employees understand the problems and get the solutions quickly.
- 1 2 3 4 5
23. Trained employees make less number of mistakes as compared to the untrained.
- 1 2 3 4 5

Thank you so much for taking the time in answering the questions. For further queries, please do not hesitate to contact the number 9722721.

Appendices C - SPSS Analysis Results for Hypothesis 1

Factorial Analysis clarifying correlations amongst business strategy and rationales for having strategic training in organizations.

Hypothesis 1:

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings	
	Total	% of Variance	Cumulative %	Total	% of Variance
	1	1.783	59.425	59.425	1.783
2	1.055	35.151	94.575	1.055	35.151
3	.163	5.425	100.000		

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Extraction Sums of Squared Loadings	Rotation Sums of Squared Loadings		
		Cumulative %	Total	% of Variance
	1	59.425	1.781	59.355
2	94.575	1.057	35.221	94.575
3				

Extraction Method: Principal Component Analysis.

Cross-tabulation analysis result – hypothesis 1:

Type of business strategy dominated by company is defender or prospector/analyzer * Why was the training program instituted? Cross tabulation

Count

		Why was the training program instituted?		Total
		organizational performance	technological change	
Type of business strategy dominated by company is defender or prospector/analyzer	Defender	14	0	14
	Prospector/Analyzer	6	16	22
Total		20	16	36

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	18.327 ^a	1	.000		
Continuity Correction ^b	15.500	1	.000		
Likelihood Ratio	23.679	1	.000		
Fisher's Exact Test				.000	.000
Linear-by-Linear Association	17.818	1	.000		
N of Valid Cases	36				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 6.22.

b. Computed only for a 2x2 table

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Nominal by Nominal	Phi	.714			.000
	Cramer's V	.714			.000
Interval by Interval	Pearson's R	.714	.091	5.938	.000 ^c
Ordinal by Ordinal	Spearman Correlation	.714	.091	5.938	.000 ^c
N of Valid Cases		36			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Regression result analysis hypothesis 1: whether business strategy influences reasons for organizations implementing strategic training.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.953 ^a	.907	.905	.168

a. Predictors: (Constant), Type of business strategy dominated by company is defender or prospector/analyzer

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	-.045	.096	
	Type of business strategy dominated by company is defender or prospector/analyzer	1.045	.057	.953

a. Dependent Variable: Training program was instituted because of organization performance or technological change or networking

Coefficients^a

Model		t	Sig.
1	(Constant)	1.502	.142
	Type of business strategy dominated by company is defender or prospector/analyzer	16.435	.000

a. Dependent Variable: Training program was instituted because of organizational performance or technological change or networking

Appendices D: SPSS Result Analysis for Hypothesis 2

Hypothesis 2: Cross-tabulation analysis clarifying correlations amongst business strategy and the types of training program implemented.

Type of business strategy dominated by company is defender, prospector or analyzer * In general training, programs try to educate on specific abilities, or general abilities or both

Crosstabulation

Count		In general training, programs try to educate on specific abilities, or general abilities or both		Total
		specific	general/both	
Type of business strategy dominated by company is defender, prospector or analyzer	Defender	12	2	14
	Prospector/Analyzer	3	19	22
Total		15	21	36

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	18.287 ^a	1	.000		
Continuity Correction ^b	15.442	1	.000		
Likelihood Ratio	19.893	1	.000		
Fisher's Exact Test				.000	.000
Linear-by-Linear Association	17.779	1	.000		
N of Valid Cases	36				

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.83.

b. Computed only for a 2x2 table

Symmetric Measures

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Nominal by Nominal	Phi	.713			.000
	Cramer's V	.713			.000
Interval by Interval	Pearson's R	.713	.119	5.925	.000 ^c
Ordinal by Ordinal	Spearman Correlation	.713	.119	5.925	.000 ^c
N of Valid Cases		36			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Regression results analysis: hypothesis 2

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.766 ^a	.586	.574	.312

a. Predictors: (Constant), Type of business strategy dominated by company is defender or prospector/analyzer

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	.474	.180	
	Type of business strategy dominated by company is defender or prospector/analyzer	.740	.107	.766

a. Dependent Variable: In general training, programs try to educate on specific abilities, attempting for specialization or general abilities, attempting for general knowledge & specific abilities

Coefficients^a

Model		t	Sig.
1	(Constant)	2.639	.012
	Type of business strategy dominated by company is defender or prospector/analyzer	6.938	.000

a. Dependent Variable: In general training, programs try to educate on specific abilities, attempting for specialization or general abilities, attempting for general knowledge & specific abilities